

EMPLOYING COACHES



A Good Practice Guide
For Paid and Volunteer Coaches

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Please note that the information contained within this document is intended for guidance only and, as such, the authors cannot accept any responsibility for action taken by organisations or individuals relating to their coaches. In some instances it may be appropriate to seek professional advice before implementing procedures related to employment of coaches and, if you have any doubt or questions in relation to this process, you should seek independent professional advice. Wherever possible, we have endeavoured to provide contacts for the relevant organisations to enable you to do this. Every effort has been made to ensure that this information was correct at the time of production. However we recommend that, if appropriate, you contact the relevant organisations to ensure you are given details of any updates / alterations.



This document has been produced by Suffolk Sport and LIVING SPORT, the Cambridgeshire & Peterborough Sports Partnership. If you wish to re-produce this document or any part of it, then please contact either organisation for written permission (see page 106 for contact details).

INTRODUCTION

Welcome to *Employing Coaches – A Good Practice Guide for Paid & Volunteer Coaches*. This guide has been compiled by Suffolk Sport and LIVING SPORT, and is aimed at all organisations that use coaches, whether in a paid or voluntary capacity.

Coaches are the lifeblood of sport; there are currently an estimated 1.2 million active coaches in the United Kingdom (scUK *Sports Coaching in the UK* research, September 2004), and without them, most sporting activities would be unable to take place. Therefore, it is vital these coaches are retained, and that more people are encouraged to take up coaching, and the most effective way to do this is by providing support for coaches, making them feel valued and helping them to increase their skills and experience.

Through recent national initiatives such as the Community Sports Coach Scheme and the Active Sports programme, more and more paid coaching positions are being created, and a wider variety of organisations are beginning to employ coaches. This guide aims to provide advice in relation to all aspects of the employment of coaches, including templates for various documents. However, it is not aimed solely at professional organisations. If your organisation uses coaches on a voluntary basis, even if only for a couple of hours a week, there will be many suggestions within the guide which can be implemented and which will help your organisation to further develop its coaches. Also, although this guide refers specifically to coaches, many of the sections are equally relevant to organisations that use officials or sports administrators, and can easily be adapted to this purpose.

This guide is not intended to dictate the exact procedures that your organisation must follow, especially if your organisation already has employment procedures in place. However, we hope that you will read through the guide and use the sections most relevant to your individual circumstances to add value to your existing procedures. We recognise that this whole process may seem rather rigorous, especially when coaches may well have undertaken work of a similar nature for your organisation for many years without having to undergo such processes. However, there are a number of very good reasons why this process is as comprehensive as it is, including requirements of employment law, accepted good practice in sport today and current child protection procedures. The aim of this guide is to support you in implementing these good practice processes.

You might be an organisation about to employ coaches for the first time and needing advice about all aspects of the employment process, or you could be an organisation which already has effective procedures in place but is looking to see what else you can offer your coaches. Whatever category you come under, we hope that you will be able to use this pack to improve the level of support that your coaches receive.



The templates included within this guide have been designed so that organisations can adapt and personalise them. If you would like an electronic version of any of the templates, or if you would like this guide in an alternative format, please contact your County Sports Partnership (see page 106).

JOB / ROLE DESCRIPTIONS AND PERSON SPECIFICATIONS

Job / Role Descriptions

In this document we have used the term 'Job Description' to refer to paid employment, and the term 'Role Description' to refer to voluntary roles. This is to distinguish between the contractual nature of paid employment and the non-contractual nature of voluntary roles.

Job / Role Descriptions are essential as they ensure that both the employer and the employee have a clear understanding of the role. Without a Job / Role Description it is not possible for a person to properly commit to, or be held accountable for, a job or role.

Benefits of Job / Role Descriptions:

From the organisation's point of view, Job / Role Descriptions help to improve their ability to manage people and posts in the following ways:

- Clarifies employer expectations for employee / volunteer
- Provides a basis for measuring job / role performance
- Provides a clear description of the role for job / role candidates
- Provides a means for the organisation to understand and structure all jobs / roles and to ensure all necessary activities, duties and responsibilities are covered by one job / role or another
- Provides continuity of job / role parameters irrespective of individual managers' interpretations
- Enables pay and grading systems to be structured fairly and logically (job descriptions only)
- Prevents individual interpretation of job / role content and limits by employee and employer / manager
- Essential reference tool in issues of employee / employer dispute (job descriptions only)
- Essential reference tool for discipline issues
- Provides important reference points for training and development areas
- Provides neutral and objective reference points for appraisals, performance reviews and counselling
- Enables formulation of 'skill set' and 'behaviour set' requirements for each job / role
- Enables organisations to structure and manage jobs / roles in a uniform way, thus increasing efficiency and effectiveness of recruitment, training and development, organisational structure, work flow and activities, customer service etc.
- Enables a factual (as opposed to instinctual) view to be taken by employees / volunteers and managers in career progression and succession planning.

Adapted from www.businessballs.com/jobdescription.htm

Content of Job / Role Descriptions:

A Job / Role Description should outline the duties and responsibilities of the job / role. It is important that the language used is clear and concise, and appropriate to the level of job / role which it describes.

Job / Role Descriptions should include:

- Job / role title
- Who the postholder reports to
- Department / Post Number / Salary Grade (where appropriate – job descriptions only)
- Date document produced
- Details of anyone for whom the postholder will be responsible
- A statement outlining the purpose of the post
- A list of the main duties and responsibilities of the post
- Any pre-employment checks which will take place

Remember, although the Job / Role Description needs to accurately reflect the work to be done, it is important that it is not too restrictive. Try to ensure it allows flexibility to take into account any additional tasks that may not have been foreseen at the time of writing. One way of doing this is to include under the 'Duties of Post' section of the job description a sentence stating that one of the duties is "To undertake any other duties as required by the line manager, where appropriate to the nature and grade of the post". The role description equivalent would go under the 'Main Duties' section a sentence stating that one of the main duties is "To undertake any other duties as required by the club management committee, where appropriate to the post".

Person Specifications

The Person Specification should describe the skills and qualities that someone would need to carry out the duties of the Job / Role Description effectively. When assessing applicants at either the shortlisting or interview stage, they should **ONLY** be measured against the criteria outlined in the Person Specification. Therefore, it is important to ensure that the Person Specification covers all the necessary requirements for the post. However, it is equally important to ensure that indirect discrimination does not take place, for example by setting unjustifiable age limits or requesting qualifications which are not essential for the post.

Criteria are usually described as either 'essential' or 'desirable'. Essential requirements are those that the successful candidate needs to possess to carry out the job / role effectively, and you should think very carefully before appointing anyone who does not meet every single one of these criteria. Desirable criteria are 'bonus' requirements that, while not essential, may enable the candidate to carry out the duties of the post more effectively. They are often used when shortlisting if a large number of candidates meet all the essential criteria.

Elements of the Person Specification

EXPERIENCE: The type of experience expected of applicants should be outlined. However, wherever possible avoid outlining the amount of experience required as this can be unnecessarily restrictive. For example, if you ask for a minimum of three years' experience, this may prohibit a very strong candidate with only two and a half years of experience from applying.

SKILLS AND ABILITIES: These are qualities that can be gained through study or experience, i.e. communication or the ability to support less-experienced colleagues.

KNOWLEDGE: This outlines subjects which you would expect the applicant to know about, either through previous employment / experience or through training.

ATTAINMENT: This outlines the relevant qualifications or training that applicants need to have completed. They should only be listed as 'Essential' if the successful applicant would be unable to carry out the job / role effectively without them, i.e. for some coaching posts applicants may need to hold a minimum level of coaching qualification (according to National Governing Body requirements) to enable them to lead sessions.

ATTITUDE: This can be used to indicate the ethos of the organisation, and to ensure an individual will 'fit in'.

OTHER REQUIREMENTS: It may be necessary outline additional requirements that do not fit into any of the above categories, such as access to transport, willingness to work unsocial hours etc.

“Remember: Be very careful to adhere to relevant employment and discrimination law when compiling job / role descriptions, adverts and person specifications. In the United Kingdom, this means that you must not specify a preference according to gender, race, creed, religion or physical ability. If you find yourself writing a job description with a bias in any of these areas you should ask yourself why, as none can be justified”.

Source: www.businessballs.com/jobdescription.htm

Sample Job / Role Descriptions and Person Specifications can be found on pages 7 to 17. These have been drawn up for positions that involve working with children / young people, so may need adapting to meet your individual needs. Your organisation will also need to decide how each criteria on the Person Specification will be assessed (i.e. through the application form, certificates, interview or practical assessment) to ensure that you are able to see evidence, or lack of, for each criteria.

PROFESSIONAL ORGANISATION – HEAD COACH

SAMPLE JOB DESCRIPTION

JOB TITLE: Head Coach / Lead Person

POST NUMBER:

REPORTS TO:

GRADE:

DEPARTMENT:

DATE:

Purpose:

To deliver and evaluate quality sporting activities which meet the aims and objectives of *[INSERT NAME OF COACHING ORGANISATION]*.

Duties of Post:

1. Responsibility for ensuring activities are planned and implemented safely according to the procedures of *[INSERT NAME OF COACHING ORGANISATION]* relating to the running of sports activities.
2. To ensure that the venue, equipment and all activities conform to *[INSERT NAME OF COACHING ORGANISATION]*'s minimum operating standards, making the safety of young people paramount (which includes health and safety, child protection and sport-specific guidance).
3. To deliver activities as part of a planned, progressive programme linked to the principles of Long Term Athlete Development.
4. To help retain children and young people in sport by providing guidance on opportunities to progress in the sport based on the individuals' interests and abilities.
5. To inform *[INSERT NAME OF COACHING ORGANISATION]* of any accidents / incidents which occur whilst working on the activity, and of any other concerns that arise, using appropriate procedures.
6. To undertake all administrative duties including monitoring and evaluation within the timescales agreed with *[INSERT NAME OF COACHING ORGANISATION]*.
7. To collect participants' coaching fees where necessary, in accordance with *[INSERT NAME OF COACHING ORGANISATION]*'s finance policies and procedures.
8. To ensure all equipment associated with the coaching programme is correctly maintained, stored, used and returned promptly upon conclusion of the programme.
9. To provide appropriate mentoring, further support, guidance and advice to other coaches, teachers and helpers.

10. To commit to a programme of Continuous Professional Development to ensure that the coaching provided is of the highest quality. This includes taking part in *[INSERT NAME OF COACHING ORGANISATION]*'s induction programme.
11. To adopt a fair and equitable approach to coaching at all times. This includes adapting sessions to cater for individuals with different ranges of ability regardless of age, gender, race or disability.
12. To agree to abide by *[INSERT NAME OF COACHING ORGANISATION]*'s Code of Conduct for Coaches.
13. To undertake any other duties as required by the line manager, where appropriate to the nature and grade of the post.

Special Conditions:

The work will invariably be in twilight time, evening and at weekends.

Must have access to suitable transport.

Pre-employment Checks:

Two References

Enhanced CRB Disclosure & Signed Self Disclosure Form

Verification of Coaching Qualifications

Medical Clearance

PROFESSIONAL ORGANISATION – HEAD COACH

SAMPLE PERSON SPECIFICATION

Post Title: Head Coach / Lead Person

Selection Criteria	Essential	Desirable
1. Experience Suitable experience of coaching within a school and / or club environment Experience of coaching children and young people Experience of monitoring activity and performance	X X	X
2. Skills and Abilities Excellent communication and organisational skills Ability to coach <i>[INSERT NAME OF SPORT]</i> to beginners and experienced participants Ability to support and mentor other coaches, teachers and helpers	X X	X
3. Knowledge Detailed knowledge of <i>[INSERT NAME OF SPORT]</i> Knowledge of the principles of Long Term Athlete Development Knowledge and experience of a range of sports providers and their role in sports development and player pathways Knowledge of issues surrounding Child Protection Knowledge of Health and Safety issues in a sporting context, including Risk Assessments	X X X X	X
4. Attainment A relevant National Governing Body or equivalent qualification (please refer to page 18 for further guidance) First Aid qualification relevant to the activity being coached Recognised Child Protection training (see page 84) Willingness to undertake specified Disability Awareness training Willingness to undertake specified Equity Awareness training *Personal insurance for coaching or officiating, minimum cover £5 million	X X X X X	X
5. Attitude Willingness to work to the policies and procedures of <i>[INSERT NAME OF COACHING ORGANISATION]</i> Self-motivated and able to motivate others – especially children and young people Willingness to undertake training relevant to the post Committed to safeguarding children and young people Willingness to undergo Enhanced CRB check and complete Self Disclosure form. Agree to abide by Coaches Code of Conduct	X X X X X X	
6. Other Requirements Access to suitable transport Willingness to work unsociable hours (evenings & weekends)	X X	

* If the employing organisation has Public Liability Insurance, which will cover the coach, this requirement should be 'Desirable'. If not, it should be 'Essential'.

PROFESSIONAL ORGANISATION – ASSISTANT COACH

SAMPLE JOB DESCRIPTION

JOB TITLE: Assistant Coach / Helper

POST NUMBER:

REPORTS TO:

GRADE:

DEPARTMENT:

DATE:

Purpose:

To help deliver and evaluate quality sporting activities which meet the aims and objectives of *[INSERT NAME OF COACHING ORGANISATION]*.

Duties of Post:

1. To support the lead person in ensuring activities are planned and implemented safely according to the procedures of *[INSERT NAME OF COACHING ORGANISATION]* relating to the running of sports activities.
2. To ensure that the venue, equipment and all activities conform to *[INSERT NAME OF COACHING ORGANISATION]*'s minimum operating standards, making the safety of young people paramount (which includes health and safety, child protection and sport-specific guidance).
3. To support the lead person to deliver activities as part of a planned, progressive programme linked to the principles of Long Term Athlete Development.
4. To help retain children and young people in sport by providing guidance on opportunities to progress in the sport based on the individuals' interests and abilities.
5. To inform the lead person and / or appropriate member of staff of any accidents / incidents which occur whilst working on the activity, and of any other concerns that arise, using appropriate procedures.
6. To ensure all equipment associated with the coaching programme is correctly maintained, stored, used and returned promptly upon conclusion of the programme.
7. To commit to a programme of Continuous Professional Development to ensure that the coaching provided is of the highest quality. This includes taking part in *[INSERT NAME OF COACHING ORGANISATION]*'s induction programme.
8. To adopt a fair and equitable approach to coaching at all times. This includes adapting sessions to cater for individuals with different ranges of ability regardless of age, gender, race or disability.
9. To agree to abide by *[INSERT NAME OF COACHING ORGANISATION]*'s Code of Conduct for Coaches.

10. To undertake any other duties as required by the line manager, where appropriate to the nature and grade of the post.

Special Conditions:

The work will invariably be in twilight time, evening and at weekends.
Must have access to suitable transport.

Pre-employment Checks:

Two References
Enhanced CRB Disclosure & Signed Self Disclosure Form
Verification of Coaching Qualifications
Medical Clearance

PROFESSIONAL ORGANISATION – ASSISTANT COACH

SAMPLE PERSON SPECIFICATION

Post Title: Assistant Coach / Helper

Selection Criteria	Essential	Desirable
1. Experience		
Suitable experience of coaching within a school and / or club environment	X	
Experience of coaching children and young people	X	
2. Skills and Abilities		
Excellent communication and organisational skills	X	
Ability to coach <i>[INSERT NAME OF SPORT]</i> to beginners and experienced participants	X	
3. Knowledge		
Detailed knowledge of <i>[INSERT NAME OF SPORT]</i>	X	
Knowledge of the principles of Long Term Athlete Development		X
Knowledge and experience of a range of sports providers and their role in sports development and player pathways		X
Knowledge of issues surrounding Child Protection	X	
Knowledge of Health and Safety issues in a sporting context	X	
4. Attainment		
A relevant National Governing Body or equivalent qualification (please refer to page 18 for further guidance)	X	
First Aid qualification relevant to the activity being coached		X
Willingness to undertake specified Child Protection training	X	
Willingness to undertake specified Disability Awareness training	X	
Willingness to undertake specified Equity Awareness training	X	
*Personal insurance for coaching or officiating, minimum cover £5 million		X
5. Attitude		
Willingness to work to the policies and procedures of <i>[INSERT NAME OF COACHING ORGANISATION]</i>	X	
Self-motivated and able to motivate others – especially children and young people	X	
Willingness to undertake training relevant to the post	X	
Committed to safeguarding children and young people	X	
Willingness to undergo Enhanced CRB check and complete Self Disclosure form.	X	
Agree to abide by Coaches Code of Conduct	X	
6. Other Requirements		
Access to suitable transport	X	
Willingness to work unsociable hours, including evenings and weekends	X	

* If the employing organisation has Public Liability Insurance, which will cover the coach, this requirement should be 'Desirable'. If not, it should be 'Essential'.

VOLUNTARY ORGANISATION – HEAD COACH

SAMPLE ROLE DESCRIPTION

POST TITLE: Club Head Coach

REPORTS TO: [Insert Name of Club Management Committee]

Purpose:

To deliver and evaluate quality coaching sessions for [INSERT NAME OF CLUB] for [INSERT NAME OF TEAMS].

Main Duties:

1. To take full responsibility for the club's coaching sessions.
2. To be responsible for ensuring all activities are planned and implemented safely.
3. To ensure that the venue and all equipment associated with the coaching programme are safe, well maintained and used correctly.
4. To deliver activities as part of a planned, progressive programme linked to the principles of Long Term Athlete Development.
5. To help retain children and young people in sport by providing guidance on opportunities to progress in the sport based on the individual's interests and abilities.
6. To assist in selection of teams.
7. To inform [INSERT NAME OF CLUB MANAGEMENT COMMITTEE] of any accidents / incidents which occur whilst coaching for the club, and of any other concerns that arise, using appropriate procedures.
8. To undertake all administrative duties required by [INSERT NAME OF CLUB COMMITTEE] within the timescales agreed.
9. To provide appropriate mentoring, further support, guidance and advice to assistant coaches and volunteers.
10. To adopt a fair and equitable approach to coaching at all times. This includes adapting sessions to cater for individuals with different ranges of ability regardless of age, gender, race or disability.
11. To attend club meetings where required, to report on progress and offer feedback.
12. To agree to abide by [INSERT NAME OF CLUB]'s Code of Conduct for Coaches.
13. To agree to inform [INSERT NAME OF CLUB MANAGEMENT COMMITTEE] if unable to attend sessions.

14. To undertake any other duties as required by *[INSERT NAME OF CLUB MANAGEMENT COMMITTEE]*, where appropriate to post.

Pre-employment Checks:

Enhanced CRB Disclosure & Signed Self Disclosure Form

Two References

Verification of Coaching Qualifications.

Medical Clearance

VOLUNTARY ORGANISATION – HEAD COACH

SAMPLE PERSON SPECIFICATION

Post Title: Club Head Coach

Selection Criteria	Essential	Desirable
1. Experience Suitable experience of coaching within a club environment Experience of coaching children and young people Experience of monitoring activity and performance	X X	X
2. Skills and Abilities Excellent communication and organisational skills Ability to coach <i>[INSERT NAME OF SPORT]</i> to beginners and experienced participants Ability to support and mentor other coaches, helpers and volunteers	X X	X
3. Knowledge Detailed knowledge of <i>[INSERT NAME OF SPORT]</i> Knowledge of the principles of Long Term Athlete Development Knowledge and experience of a range of sports providers and their role in sports development and player pathways Knowledge of issues surrounding Child Protection Knowledge of Health and Safety issues in a sporting context, including Risk Assessments	X X X X	X
4. Attainment A relevant National Governing Body or equivalent qualification (please refer to page 18 for further guidance) First Aid qualification relevant to the activity being coached Recognised Child Protection training (see page 84) Willingness to undertake specified Disability Awareness training Willingness to undertake specified Equity Awareness training *Personal insurance for coaching or officiating, minimum cover £5 million	X X X X X	X
5. Attitude Willingness to work to the policies and procedures of <i>[INSERT NAME OF CLUB MANAGEMENT COMMITTEE]</i> Self-motivated and able to motivate others – especially children and young people Willingness to undertake training relevant to the post Committed to safeguarding children and young people Willingness to undergo Enhanced CRB check and complete Self Disclosure form. Agree to abide by the Club's Code of Conduct for Coaches	X X X X X X	

* If the voluntary organisation has Public Liability Insurance, which will cover the coach, this requirement should be 'Desirable'. If not, it should be 'Essential'.

VOLUNTARY ORGANISATION – ASSISTANT COACH

SAMPLE ROLE DESCRIPTION

POST TITLE: Assistant Club Coach

REPORTS TO: [Insert Name of Club Management Committee]

Purpose:

To support the delivery and evaluation of quality coaching sessions for *[INSERT NAME OF CLUB]* for *[INSERT NAME OF TEAMS]*.

Main Duties:

1. To support the Head Coach in ensuring all activities are planned and implemented safely.
2. To ensure that the venue and all equipment associated with the coaching programme are safe, well maintained and used correctly.
3. To support the Head Coach to deliver activities as part of a planned, progressive programme linked to the principles of Long Term Athlete Development.
4. To help retain children and young people in sport by providing guidance on opportunities to progress in the sport based on the individual's interests / abilities.
5. To assist in selection of teams.
6. To inform the Head Coach or *[INSERT NAME OF CLUB MANAGEMENT COMMITTEE]* of any accidents / incidents which occur whilst coaching for the club, and of any other concerns that arise, using appropriate procedures.
7. To adopt a fair and equitable approach to coaching at all times. This includes adapting sessions to cater for individuals with different ranges of ability regardless of age, gender, race or disability.
8. Where required, to attend club meetings to report on progress and offer feedback.
9. To agree to abide by *[INSERT NAME OF CLUB]*'s Code of Conduct for Coaches.
10. To agree to inform the Head Coach if unable to attend sessions.
11. To undertake any other duties as required by *[INSERT NAME OF CLUB MANAGEMENT COMMITTEE]*, where appropriate to post.

Pre-employment Checks:

Two References

Enhanced CRB Disclosure & Signed Self Disclosure Form

Verification of Coaching Qualifications

Medical Clearance

VOLUNTARY ORGANISATION – ASSISTANT COACH

SAMPLE PERSON SPECIFICATION

Post Title: Assistant Club Coach

Selection Criteria	Essential	Desirable
1. Experience Suitable experience of coaching within a club environment Experience of coaching children and young people	X X	
2. Skills and Abilities Excellent communication and organisational skills Ability to coach <i>[INSERT NAME OF SPORT]</i> to beginners and experienced participants	X	X
3. Knowledge Detailed knowledge of <i>[INSERT NAME OF SPORT]</i> Knowledge of the principles of Long Term Athlete Development Knowledge and experience of sports providers and player pathways Knowledge of issues surrounding Child Protection Knowledge of Health and Safety issues in a sporting context	X X X	 X X
4. Attainment A relevant National Governing Body or equivalent qualification (please refer to page 18 for further guidance) First Aid qualification relevant to the activity being coached Willingness to undertake specified Child Protection training Willingness to undertake specified Disability Awareness training Willingness to undertake specified Equity Awareness training *Personal insurance for coaching or officiating, minimum cover £5 million	X X X X	 X X
5. Attitude Willingness to work to the policies and procedures of <i>[INSERT NAME OF CLUB MANAGEMENT COMMITTEE]</i> Self-motivated and able to motivate others – especially children and young people Committed to safeguarding children and young people Willingness to undergo Enhanced CRB check and complete Self Disclosure form. Agree to abide by Club's Code of Conduct for Coaches	X X X X X	

* If the voluntary organisation has Public Liability Insurance, which will cover the coach, this requirement should be 'Desirable'. If not, it should be 'Essential'.

COACHING QUALIFICATIONS

What Do They Mean?

If you are appointing a coach to fill a particular role, it is essential that you ensure they hold the appropriate qualification(s) for that role and that this requirement is made clear in the Person Specification, advertisement etc.

Please be aware that different qualifications mean different things in different sports. Not all coaching qualifications allow you to coach alone or to lead a session – some only allow an individual to work under the guidance of a higher-qualified coach and this varies from sport to sport.

Over the next couple of years, National Governing Bodies will be adopting the standardised 'UK Coaching Certificate' (UKCC) structure. However, in the meantime we recommend that you contact the National Governing Body of the sport concerned to clarify its qualification system. Contact details for National Governing Bodies can be found on pages 106 to 107. General information about the UK Coaching Certificate can be found on www.ukcoachingcertificate.org.

APPLICATION PACKS

When putting together an application pack for potential candidates, you should ensure that you include the following:

- A covering letter from the organisation containing the following:
 - Thanking the applicant for their interest in the position.
 - Explanation of the process and timeline for the recruitment procedure.
 - A statement referring to the organisation's commitment to equal opportunities and safeguarding.
 - A statement re-iterating that the successful applicant will be required to undergo various checks, such as an Enhanced Criminal Records Bureau Disclosure, as part of the recruitment process.
 - A statement explaining that the candidate is required to complete an application form and that a Curriculum Vitae (CV) will not be accepted as an alternative.
Note to employers - the reason why CVs should not be submitted instead of an application form is because of continuity and for safeguarding reasons – see page 20 for further information.
- General information sheet about your organisation, which will give potential applicants the wider context of the job.
- Application form.
- Equal opportunities monitoring form.
- Job/role description and person specification.
- Your organisation's Child Protection Policy.
- Your organisation's Equity Policy.

APPLICATION FORMS

It is necessary for job applicants to submit written information about themselves when applying for a position, as this is the initial part of the selection process from which candidates are short-listed for interview. This, along with the interview itself, is one of the key tools that the coaching organisation can use to assess the coaches' suitability for the position. Also, in terms of employing staff, employers need to verify certain details to ensure the person is appropriate for the job, for example, confirmation of appropriate qualifications and other information. An individual's written application can be the initial record of this.

This information can be requested in the form of a Curriculum Vitae (CV), but organisations need to be aware that these may not contain all the information they require as it is up to the individual applicant to decide what to include. By producing an Application Form for every applicant to use, organisations can ensure they receive all relevant information, and the standardised format makes it easier to directly compare different applicants for short-listing purposes. Therefore it is strongly recommended that application forms are the most equitable means of collating this information.

A sample Application Form is included on pages 23 to 26. Explanations on why the different sections of the application form are included are given below:

POST APPLIED FOR:	Self-explanatory.
CONTACT DETAILS:	Self-explanatory.
CURRENT/MOST RECENT EMPLOYMENT:	This will provide the employing organisation with information about the coaches' current situation. Under the Main Duties information section, the coach should include information on what they think is particularly relevant to this application, together with an indication of likely availability for work. (Please note that this should not be a deciding factor, it merely gives the employer supporting information that may be useful at a later date).
EMPLOYMENT HISTORY:	The most important aspects here are Previous Employer, Job Title and dates. Again, under the Main Duties heading, the coach should include any information pertinent to this application. Any gaps in employment history should be explained so that you can be sure that there are legitimate reasons for this and that they are therefore not a cause for concern. You can check this with the candidate at the interview or with a referee. Please see page 38 for more information.
EDUCATION:	Brief details only required here.
COACHING QUALIFICATIONS:	This section is vital as it is here that the coach will detail which National Governing Body (and other) courses they have attended. Please refer to pages 61 to 62 for how to verify these.

OTHER QUALIFICATIONS / TRAINING	This provides the coach with an opportunity to advise of any other qualifications or training that they have which they feel relates to this position. Please refer to page 61 for how to verify these.
ADDITIONAL INFORMATION:	In this section, the coach should indicate key sports information in support of their application, for example involvement as a volunteer, coach, official etc. The more the coach can relate it to the Job Description and Person Specification the better.
REFEREES:	It is strongly recommended that one of these should be from the last employer and one a coaching-related reference. If the post requires working with children then at least one reference should be able to comment on the applicant's suitability for this. Both references should be completed on a standard form (see pages 48 to 52).
CRB PERMISSION:	See pages 53 to 56 for more information about CRB checks.
DISCLOSURE OF CRIMINAL CONVICTIONS:	<p>Under the Rehabilitation of Offenders Act 1974, convictions become 'spent' or forgotten after a certain period of time, and no longer need to be declared by job applicants. However certain posts, including those involving work with children or vulnerable adults, are exempt from this act and both 'spent' and 'unspent' convictions must be declared. If an applicant declares a conviction, they should provide details. Careful consideration must be given regarding whether these details affect the person's suitability for the specific role, which they are being considered for. We recommend that you take into account:</p> <ul style="list-style-type: none"> • whether the conviction or other matter is relevant to the position in question • the seriousness of any offence or other matter revealed • the length of time since the offence or other matter occurred • whether the applicant has a pattern of offending behaviour • whether the applicant's circumstances have changed since the offending behaviour • the circumstances surrounding the offence and the explanation offered by the person concerned <p>Please refer to page 57 for further information. Each situation will need to be considered separately, as no two sets of circumstances are likely to be the same. For more advice, contact NACRO's Resettlement Plus Helpline on 0207 840 6464 or visit www.nacro.org.uk.</p>

It is important that jobs in coaching, just like in any other profession, are open and accessible to all sections of the community. As well as asking applicants to complete an Application Form, it is recommended that they complete an Equal Opportunities Monitoring Form. This enables the organisation to ensure that it is attracting applicants from all sections of the community (or to address a lack of applicants from a minority group should this be the case).

The information provided on the Equal Opportunities Monitoring Forms should only be used for this reason, and under no circumstances should it be used to influence the short listing / appointment processes. We recommend that these forms are collated separately from the Application Forms (i.e. by an organisation's Human Resources department if appropriate) and that they are not given to members of the short listing / interviewing panels.

A sample Equal Opportunities Monitoring Form that has been adapted from information provided by Waveney District Council is included on page 27.

SAMPLE APPLICATION FORM

POSITION APPLIED FOR:

PERSONAL DETAILS

TITLE:		HOME TELEPHONE:	
FORENAME(S):		WORK TELEPHONE:	
SURNAME:		MOBILE TELEPHONE:	
ADDRESS INCLUDING POSTCODE:		NATIONAL INSURANCE NUMBER:	
		E-MAIL ADDRESS:	

CURRENT / MOST RECENT EMPLOYMENT

POSITION HELD:			
NAME OF EMPLOYER:		DATE APPOINTED:	
ADDRESS OF EMPLOYER:		DATE FINISHED:	
		SALARY:	
TELEPHONE NUMBER:		NOTICE REQUIRED:	
REASON FOR LEAVING:			
MAIN DUTIES AND KEY ACHIEVEMENTS:			

EMPLOYMENT HISTORY

Note: Please start with your most recent employment and work backwards

EMPLOYER	DATES (FROM – TO)	JOB TITLE	MAIN DUTIES	REASON FOR LEAVING

EDUCATION AND TRAINING

SECONDARY EDUCATION			
SCHOOLS ATTENDED	FROM	TO	QUALIFICATIONS GAINED

FURTHER / HIGHER EDUCATION			
INSTITUTIONS ATTENDED	FROM	TO	QUALIFICATIONS GAINED

COACHING QUALIFICATIONS (e.g. National Governing Body / sports coach UK courses)	
DATE	DETAILS

OTHER QUALIFICATIONS / TRAINING	
DATE	DETAILS

ADDITIONAL INFORMATION IN SUPPORT OF YOUR APPLICATION

You should describe how you meet the requirements of the job description and person specification, referring to current / previous employment, voluntary work and personal interests or hobbies. Continue on a separate sheet if necessary.

--

ADDITIONAL INFORMATIONDO YOU HAVE ACCESS TO SUITABLE TRANSPORT FOR THIS POST? YES ☐ NO ☐DO YOU REQUIRE A WORK PERMIT TO WORK IN THE UK? YES ☐ NO ☐HOW MANY DAYS OF ABSENCE FROM WORK HAVE YOU HAD
IN THE LAST TWELVE MONTHS? _____ DAYS**REFERENCES**

Please give details of two referees. These must not be relatives and should include your current / most recent employer. One referee should be able to comment on your coaching performance, and if the post involves working with children, at least one referee should be able to comment on your suitability for this.

FIRST REFEREE

NAME:

POSITION:

ADDRESS
INCLUDING
POSTCODE:TELEPHONE
NUMBER:PLEASE DETAIL
RELATIONSHIP TO
APPLICANTCAN THIS PERSON BE
CONTACTED PRIOR TO
INTERVIEW?YES ☐ NO ☐IS THIS PERSON A
CURRENT / MOST
RECENT EMPLOYER?YES ☐ NO ☐CAN THIS PERSON
COMMENT ON YOUR
COACHING?YES ☐ NO ☐CAN THIS PERSON
COMMENT ON YOUR
SUITABILITY TO WORK
WITH CHILDREN?YES ☐ NO ☐**SECOND REFEREE**

NAME:

POSITION:

ADDRESS
INCLUDING
POSTCODE:TELEPHONE
NUMBER:PLEASE DETAIL
RELATIONSHIP TO
APPLICANTCAN THIS PERSON BE
CONTACTED PRIOR TO
INTERVIEW?YES ☐ NO ☐IS THIS PERSON A
CURRENT / MOST
RECENT EMPLOYER?YES ☐ NO ☐CAN THIS PERSON
COMMENT ON YOUR
COACHING?YES ☐ NO ☐CAN THIS PERSON
COMMENT ON YOUR
SUITABILITY TO WORK
WITH CHILDREN?YES ☐ NO ☐

Do you consent to completing a Medical Clearance form, a Self Disclosure form and undertaking an Enhanced CRB check if required?

YES ☐ NO ☐

As this post involves working with children and / or vulnerable adults, it is exempt from the Rehabilitation of Offenders Act 1974 and all convictions including those that are 'spent' need to be declared.

Do you have any convictions, cautions or formal warnings for criminal offences? YES ☐ NO ☐

If you have answered YES to this question, please enclose details on a separate sheet of paper (this may be in a sealed envelope marked 'confidential' if you wish)

DECLARATION: I certify that to the best of my knowledge the above details are correct.

Signed: _____ Date: _____

Please return the completed form to:

SAMPLE EQUAL OPPORTUNITIES MONITORING FORM

[INSERT NAME OF ORGANISATION] wholeheartedly supports the principles of equality of opportunity in employment and is opposed to discrimination on the grounds of gender, marital status, sexual orientation, race, colour, nationality, ethnic or national origin, religion, disability or age.

The overriding principle is that jobs should be filled by those best able to do them. Every possible step will be taken to ensure that our staff and potential staff are treated equally and fairly and that all employment decisions are based solely on criteria related to the job in question.

In order to help [INSERT NAME OF ORGANISATION] carry out its commitment to equality of opportunity in employment, you are asked to complete the questionnaire overleaf. The information gathered will help our organisation monitor the effectiveness of its policy.

Please be assured that your answers will be treated in confidence and that this sheet will be securely retained for up to one year and then destroyed. It will not be seen by the officers responsible for short listing or interviewing applicants.

Please return the completed questionnaire with your application form. If selected, your date of birth will be released for pension purposes if appropriate.

Definition of Disability

The Disability Discrimination Act 1995 definition of disability is: *“a physical or mental impairment which has a substantial and long term adverse effect on a person’s ability to carry out normal day to day activities”*.

The definition is intended to include all forms of physical and mental disability including sensory impairment, mental illness and learning disabilities. It includes people who have a disability where the condition is likely to last longer than 12 months or is likely to recur.

Highly Confidential

Surname	Forename(s)
----------------	--------------------

Post Applied For

Marital Status	Date of Birth	Postcode
-----------------------	----------------------	-----------------

Gender (please tick)		I am currently in the following age group (please tick)				
Male	Female	16-25	26-35	36-45	46-55	56-65

Ethnic Origin		Please tick one box
White	British	
	Irish	
	Any other white background (please write in)	
Mixed	White and Black Caribbean	
	White and Black African	
	White and Asian	
	Any other mixed background (please write in)	
Asian or Asian British	Indian	
	Pakistani	
	Bangladeshi	
	Any other Asian Background (please write in)	
Black or Black British	Caribbean	
	African	
	Any other Black background (please write in)	
Chinese or other ethnic group	Chinese	
	Other (please write in)	

Do you have a disability or long-term condition? (see previous page for definition)	Type of disability / condition (please describe if you are happy to do so)	
	Yes	No

To assist in the review of recruitment advertising, please state where you saw this vacancy advertised

Signature	Date
------------------	-------------

JOB / ROLE ADVERTISEMENTS

Getting your job / role advertisement right is probably the most important aspect of the recruitment process, as this will lead you to your eventual employee / volunteer. You will need to consider carefully both the places where the advertisement will be displayed and the actual content of the advertisement, in order to ensure that your advertising is open and equitable and provides you with a large field of high-quality applicants.

Where to Advertise

In order to attract as many high-quality candidates as possible, it is important to try and advertise any vacancy as widely as you can, and also that your advertisement will be seen by the people most likely to be strong candidates. Below is a list of possible places where jobs / roles can be advertised, along with approximate costs:

Where	Cost	Contact	Notes
Local newspapers	From £300*		Those that cover a town or small area
Regional newspapers	From £900*		Those that cover a county or larger area
Leisure Opportunities	From £750*	01462 471905	A weekly publication sent to many sports professionals and an open-access website
ILAM Leisure News and Jobs	From £528.75 for an A4 advert	01491 874855	A weekly publication sent to 5000 sports professionals
Jobs With Balls	£150 for 60 days	08707 504462	An internet website specialising in jobs within the sport and leisure industry
UCS – University and College Sport	£150	01363 777785	Advertisements will be displayed on the website and included in the regular e-mail to all members
BUSA - British Universities Sports Association	E-mail free, postal mailing £200+VAT	0207 633 5080	A weekly e-mail and a monthly postal mailing which are sent to all universities
Job Centre Plus	Free	0845 601 2001	Advertisements will be displayed in the local Job Centre Plus as well as on the national website
Club / Organisation noticeboard	Free		
Club / Organisation newsletter	Free		

Where	Cost	Contact	Notes
Club / Organisation website	Free		
Noticeboards at local leisure centres	Free		Ask permission first!
County Association or National Governing Body websites	Free		Not available in all cases
County Sports Partnership or Local Authority websites	Free	See page 106 for contact details	Not available in all cases
Sport England website	Free	info@sportengland.org	
UK Sport website	Free	info@uksport.gov.uk	
sports coach UK website	Free	0113 274 4802	
Local Volunteer Centre	Usually Free	www.navb.org.uk	For voluntary positions only

**Please note these prices are approximate, based upon information as of October 2006 for advertisements of 12 x 3 inches or equivalent.*

What to Include in an Advertisement

Job / role advertisements can be as detailed or as brief as you wish. However, the information included in the advertisement will determine the type of potential candidates that might apply, so it is recommended that you use the Job / Role Description and Person Specification for the post and select the details, which you consider most important.

Advertisements should include, where appropriate:

- The job / role title of the post
- The salary / rate of pay (if applicable)
- The employing organisation and location of the post
- The hours of the post, and the days / times the coach will need to be available
- The length of contract (if applicable)
- Key information about what the post will involve, e.g.:
 - Sport(s) to be coached
 - Age range / level of experience of the people to be coached
 - Any non-coaching duties
- Essential qualifications / experience, e.g.:
 - Minimum National Governing Body qualifications
 - Experience of coaching a certain age group or level of performer
 - Minimum length of coaching experience
- Essential personal qualities, e.g. organisation or communication skills
- If the post involves working with children and / or vulnerable adults - a statement that an Enhanced CRB check will need to be successfully completed before employment can begin
- Details of who to contact for further information and an application form

- Closing date and potential interview date
- Start date (if known)
- Relevant logos, i.e. the employing organisation's logo and any other funding agency.
- Statement regarding commitment to equal opportunities and safeguarding children and young people

Once the post has been advertised, you should start to receive enquiries / requests for application forms almost immediately. Therefore, your organisation should be ready to send out an 'Application Pack' to each potential applicant. Please refer to page 19.

SAMPLE JOB ADVERTISEMENT FOR A PAID COACHING POSITION**ANYTOWN BOROUGH COUNCIL****Community Basketball Coach
Salary £18,011 – Full Time (37 hours)**

This post is offered on a three year fixed term basis, although it is subject to annual review and dependent on continuous external funding

Based at a local High School, the postholder will be required to deliver high quality basketball coaching to young people across Anytown, both inside and outside of curriculum time.

We are looking for someone who: • holds a minimum England Basketball Level Two coaching award • possesses suitable experience of coaching basketball to young people • has an understanding of Long Term Athlete Development within basketball • possesses excellent communication, leadership and interpersonal skills • is keen to continue developing their coaching skills and knowledge through further training • has good organisational skills and the ability to work independently or as part of a team • is available after school, weekends and evenings • has the ability to travel between sites

Anytown Borough Council is committed to equal opportunities and encourages applications from all sectors of the community. The council is also committed to safeguarding children and young people: an Enhanced Criminal Records Bureau clearance and completion of a Self Disclosure Form will be required for this post

For an application form and job description, telephone Human Resources on:

Closing date:

Provisional interview date:

Anytown Borough
Council Logo

Host High
School Logo

SAMPLE ROLE ADVERTISEMENT FOR A VOLUNTARY COACHING POSITION

Anytown Hockey Club

are looking for new coaches / helpers!

Anytown
Hockey
Club
Logo

Do you enjoy hockey?

Can you inspire children and young people?

**Are you available on Tuesday evenings and the
occasional weekend?**

If so, you may be the person we're looking for!

Anytown Hockey Club wants to recruit more coaches to work with its expanding junior section

We are a friendly club with a thriving junior section of over 50 boys and girls aged between 12 and 18. The junior section trains on a Tuesday evening between 7pm and 9pm at Anytown Sports Centre, and competes in local matches at weekends.

We are looking for people to work alongside our existing coaches to ensure *all* our juniors are able to fulfil their potential and enjoy their hockey, whatever their ability.

You don't have to have a coaching qualification, but you *do* need to be:

- Able to communicate effectively
- Able to encourage and motivate children / young people
- Keen to develop as a coach (and to work towards a coaching qualification if you haven't already got one)
- Safety-conscious, and committed to safeguarding our junior members
- Willing to undergo an Enhanced CRB (Criminal Records Bureau) check and to complete a Self Disclosure Form

Unfortunately we are not able to offer payment, but we *can* offer:

- Funding towards coaching qualifications and other courses
- Travelling expenses
- The chance to develop new skills and to do something really rewarding

If this sounds like something you'd be interested in, please telephone Stuart Brown on 01111 111111 for more information

SHORT LISTING FOR INTERVIEW

Short listing should not begin until after the closing date and should be undertaken by members of the selection / interview panel (more than one person should be involved, to avoid bias). It is recommended that short listing should be carried out within five working days of the closing date. The Recruiting Manager (the person responsible for overseeing the recruitment process) needs to ensure that:

- Candidates are short listed only against agreed criteria from the Person Specification, using information contained in the application
- A record of the short listing process is made (e.g. Short Listing Form)
- The final selection can be justified
- Applicants are promptly informed that they have been short listed (see below).

Remember that it must be the person / people who are best fitted to the job as it has been described and specified, who are short listed and ultimately selected for it.

Wherever possible, all applicants who meet essential criteria should be invited to interview. However, if there are a substantial number of applicants who meet the essential criteria and it would be impracticable to interview them all, the panel should use the desirable criteria to reduce this to a manageable number. It should be agreed prior to short listing which desirable criteria will be used should this circumstance arise. Conversely, if there are no applicants who meet the essential criteria, then the post should be re-advertised.

Your organisation may wish to use a Short Listing Form to compare each applicant to the criteria in the Person Specification. This provides a clear indication of the strongest candidates, and those who meet all the essential criteria. It also provides a record of the process used should an applicant wish to know why they were not selected for interview, or make a discrimination claim. A sample Short Listing Form can be found on page 36, although some organisations may prefer to use a rating of 1 to 5 for each criteria rather than the Yes / No system in this example.

It is recommended that there should be a minimum of five working days between notification and the interview date. Letters should be sent out to all successful candidates informing them of the following (where relevant):

- Location and time of the interview (including a map)
- Timetable / programme for interview and assessment processes, including details of any advanced planning required for presentations, practical sessions etc.
- If you require candidates to deliver a practical session, you should include information regarding the group to be coached, the equipment available and the environment they will be coaching in
- Details of who will be on the interview panel
- Contact name and telephone number of the Recruiting Manager
- How to inform of their attendance at the interview
- The requirement to bring any certificates / documents for verification (see page 61)
- Information about the terms and conditions of the post
- Interviewees should also be asked to inform the organisation of any special requirements i.e. disabled access to the building

Adapted from information supplied by Northamptonshire Sport

SAMPLE LETTER INVITING SHORT LISTED APPLICANTS TO INTERVIEW

Private & Confidential

Interviewee Name
Interviewee Address
Interviewee Address
Interviewee Address

Employer Name
Employer Address
Employer Address
Employer Address
Contact Name
Contact Number

Date

Dear Interviewee Name,

Re: Application for the Post of Anytown Borough Council Basketball Coach

Thank you for returning your application form for the above post. I am pleased to confirm that you have been shortlisted.

I would be grateful if you could attend the selection process with Joe Bloggs, Anytown Borough Council Sports Development Officer, Joanne Smith, Anytown Borough Council HR Officer and Simon Jones, England Basketball Development Officer on Monday 11th November at 1pm.

Your interview will be held at Anytown Sports Centre; please report to reception on arrival. A map has been enclosed for your convenience. Your interview is expected to last approximately for one hour.

At the start of the interview you will be required to deliver a practical coaching session, which will last 20 minutes. The group you are required to coach is 12 Year Seven school children of mixed ability. The session will take place in an indoor sports hall, approximately four badminton courts in size. There are three basketball courts marked out and a total of six basketball hoops. 15 basketball balls will be provided, along with 50 marker cones and four sets of bibs. Following the practical session, a 40-minute interview will take place, with five minutes scheduled at the end for any questions you may have for us.

Please bring along to your interview:

- Your passport, driving license, birth certificate and marriage certificate (where appropriate).
- Two pieces of correspondence which have your current address displayed (e.g. utility bills)
- Your coaching certificate(s) and proof of insurance.

In each case, we shall require to see original documents, plus one photocopy of each document so that we can take this away for our records / CRB purposes.

If you are unable to attend or have any special requirements for the interview, please let me know immediately. If you have any other queries please do not hesitate to contact me.

Yours sincerely,

Joanne Smith
HR Officer

SAMPLE SHORT LISTING FORM

POSITION: Head Coach (Professional Organisation)

Name of Candidate:															
Essential Requirements of Person Specification	Y	N	?	Y	N	?	Y	N	?	Y	N	?	Y	N	?
Experience of coaching within a school / club environment															
Experience of coaching children															
Excellent communication skills															
Excellent organisational skills															
Ability to coach beginners and experienced participants															
Detailed knowledge of the sport															
Knowledge of principles of LTAD															
Knowledge of Child Protection issues															
Knowledge of Health and Safety Issues															
Knowledge of Risk Assessments															
Relevant NGB qualifications															
First Aid qualification															
Child Protection training															
Willing to undertake Disability Awareness training															
Willing to undertake Equity Awareness training															
Willing to follow policies and procedures															
Self-motivated															
Able to motivate others (especially children and young people)															
Commitment to safeguarding															
Willing to undertake relevant training															
Willing to be CRB-checked and complete self disclosure form.															
Willing to follow Code of Conduct															
Access to suitable transport															
Willing to work unsocial hours															
Totals															

The following should only be used if the number of candidates that meet all the Essential Requirements is too large to interview them all

Desirable Requirements of Person Specification	Y	N	?	Y	N	?	Y	N	?	Y	N	?	Y	N	?
Experience of monitoring															
Ability to support and mentor															
Knowledge of range of sports providers															
Personal Insurance															
Totals															
Short list for interview (Yes / No)?															

SIGNED:

DATE:

INTERVIEWING

Successful recruitment and deployment of coaches depends upon finding people with the necessary skills, expertise and qualifications to deliver organisational objectives, and who also possess the ability to make a positive contribution to the values and aims of the organisation.

For most positions, interviews are the most common method of selection, and coaching is no different. Although they remain the most commonly used of selection techniques, interviews have very poor predictive ability if conducted by individuals in an unstructured way. Care should be taken to use techniques that are relevant to the job and to the objectives of the organisation. In general the more preparation you do for the interview, the easier it will be for both the interviewers and the candidates, allowing your organisation to get the best results from the process. Candidates should be given as much information as possible prior to interview (see previous page) to allow them to prepare and to minimise the risk of job offers being rejected.

To have any value, interviews should:

- Always be conducted or supervised by competent individuals
- Be structured to follow a previously-agreed set of questions mirroring the Person Specification and Job Description
- Allow candidates the opportunity to ask questions

Although there are no direct legislative directives, an interview panel should ideally be made up of a minimum of three people, including one independent person (i.e. who does not directly work for the employing organisation / department, but may have links with them). This of course is not always possible, but the benefits of the above are as follows; an odd number on the panel would ensure that any indecision regarding whom to appoint could be settled by a simple majority vote; the presence of an independent person on the panel would ensure equity, transparency and confidence in the recruitment process. Good practice would suggest that a mixed-gender panel would be preferable to a single-sex board.

You may wish to consider reimbursing reasonable travel costs for attending interviews, and you may also need to be flexible over timings, for example if a candidate has to travel by public transport. During the interview, you should inform candidates of how and when they will be informed of the outcome. Every effort should be made to comply with these timescales and candidates should be informed of any unforeseen delays should they occur.

Recruitment is not only carried out to fulfil current needs. Therefore interviewers should always be aware of and refer to future plans that have implications for any future deployment considerations for the coach.

Discrimination Legislation

Recruiters also need to be fully aware of equal opportunities legislation and understand how discrimination can occur both directly and indirectly in the recruitment process. For example, interviewers can make subjective judgements based on non job-related criteria such as physical characteristics or unfounded assumptions. A diverse workforce, which

reflects customer groups within the local community is to be encouraged. Organisations should monitor their recruitment processes continuously to ensure their validity and that they are non-discriminatory.

Selection processes should be based ONLY on:

- Ability to do the job
- Ability to make a positive contribution to the overall effectiveness of the organisation
- Potential for development

If a candidate with a disability has been invited to interview, it may be necessary to make some simple adjustments or arrangements to make it easier for them to attend and to complete the interview process to the best of their ability.

Under the Disability Discrimination Act 1995, it is unlawful to discriminate against someone on the grounds of their disability, and there is a requirement to make 'reasonable adjustments' to accommodate people with a disability, both during the recruitment process and once appointed. For more information about the Disability Discrimination Act, please see page 103 or contact the Disability Rights Commission on 0845 762 2633 or www.drc-gb.org.

The Employment Equality (Age) Regulations 2006 make it unlawful for employers to discriminate against employees or job applicants because of their age. ACAS have produced 'Age and the Workplace – A Guide for Employers' which can be downloaded from www.acas.org.uk/media/pdf/d/t/6683_Age_and_the_Workplace_AWK.pdf

Key Skills to Consider when Appointing Interviewers for your Organisation

Effective interviewers possess the following key skills:

- Gathering and interpreting data
- Questioning and listening skills
- Summarising skills, revisiting points
- Use of non-verbal cues
- Probing, getting beneath the surface
- Pacing and timing
- Taking notes

Ensure that all members of the panel are given a copy of the job description / person specification and a copy of each candidate's application form, and request that they familiarise themselves with these documents beforehand.

Interview Questions

Sample interview questions are shown on the next page. As a rule, where possible interview questions should be 'open ended', i.e. invite the candidate to give detailed answers and examples rather than a simple 'yes' or 'no'.

All candidates should be asked the same core questions, to enable the panel to make fair comparisons. However, bear in mind that there may be a need to ask additional questions to clarify an answer or to obtain further information if the original answer was brief. You may also wish to ask a particular candidate further questions about their experience or interests, or to clarify information provided on

the application form (particularly when there are gaps in employment / education, if the applicant has not given their current/most recent employer as a reference or if anything else does not seem to ‘add up’).

Before the interviews begin, decide which member of the panel will ask each question. A suggested method is to split the list of questions into blocks, one block for each panel member, so that questions are not being fired from all directions!

It may be helpful to give interviewers an Interview Checklist for each candidate, which asks them to grade each candidate's response to each question and provides space for additional comments. This is particularly useful when interviewing several candidates, as it will help to refresh memories once the interviews are concluded and the discussion about who to appoint begins. It will also help to provide feedback to unsuccessful candidates if they wish to know reasons for not being appointed, but please remember that candidates can ask to see this document (see page 41). An example of an Interview Checklist is given on page 44.

Practical Assessment

We recommend that, as well as interviewing candidates, you ask them to deliver a practical coaching session, as this may highlight strengths or weaknesses that might not become apparent during a formal interview. Practical assessments must be relevant to the position applied for, for example the age and ability of the participants.

If you decide to incorporate a practical assessment into the interview process, it is vital that candidates are informed of this fact when they are invited to interview. They will also need to be given information about:

- The number of participants
- The age, gender and ability of participants
- The length of the session
- The equipment available
- The facility (i.e. size, playing surface etc.)
- The nature of the session (i.e. is it a one-off ‘taster’ session, is it part of a longer programme etc.)
- Whether they are expected to produce a session plan

An example of a Practical Assessment Checklist is given on pages 45 to 46. Again, as for the Interview Checklist, please remember that candidates can request to see this information (see page 41).

If you use a practical assessment, we recommend that this takes place before the formal interview, and that the interview itself includes questions which allow candidates to evaluate the session they have just coached, identifying strengths and weaknesses, what they would change with hindsight, and what they would include / alter in a follow-on session.

Making Arrangements for the Interview

Select an appropriate venue and room. The venue should be easily located and accessible for candidates with disabilities. The room layout is very important; if you wish to create a less-formal atmosphere to put candidates at ease and to encourage the flow of information, you may wish to avoid seating the panel behind desks. The room should also

be at a comfortable temperature with sufficient lighting and water should be provided for both the panel and the candidates.

Make sure the interview will not be interrupted, either by phone calls or by people entering the room. If possible, arrange for someone else within your organisation (not on the interview panel) to greet candidates when they arrive and show them to an area where they can wait for a member of the panel to call them in for interview.

It is important to prepare a timetable beforehand, allocating the same amount of time to each candidate and to ensure that this is adhered to throughout the process. Wherever possible, allow time for a break between each candidate.

Carrying Out the Interview

The following process should be followed:

- Welcome the candidate
- Introduce yourself and other people on the panel
- Explain the structure of the interview
- Outline the company's / club's background and role and where the job fits in
- Outline the terms and conditions of the post, e.g. the type of contract, hours, days and times of work, salary etc.
- Follow the planned questions
- Allow the candidate time to think and speak
- Record any comments on the candidate's answers on the interview checklist
- Keep control of the interview. If you feel the candidate is going off-track, turn the conversation back to the information that you need
- Offer the candidate the opportunity to ask questions about the post and your organisation
- At the end of the interview, inform the candidate when they are likely to hear the outcome of the interview
- Thank the candidate for their time

Making a Decision

Once the final interview has taken place, the interview panel needs to make a decision about who to appoint. The Interview Checklists and Practical Assessment Checklists should be referred to here if completed. The scoring systems on these should clearly indicate the strongest candidates. Each interviewer should individually select their highest-scoring applicants and then these should be discussed as a group.

If there is a candidate who is selected as the highest-scoring by all interviewers, and if the panel is confident that the person concerned will be able to carry out the job effectively, the organisation is ready to make an appointment. If, however, there are two or more candidates with similar scores, the panel needs to hold an in-depth discussion of each individual's strengths and weaknesses (referring to the job description / person specification).

If the panel are still unable to make a decision after a reasonable length of discussion, the following courses of action should be considered:

- Go with the opinion of the majority
- Decide to 'sleep on it', and return for further discussions the following day

- Invite the candidates concerned to return for a second interview

If no candidates appear to be suitable for the job, the organisation may have to consider re-advertising.

Interview Feedback

As well as contacting the successful candidate to offer them the job, it is good practice to contact the other candidates to inform them they were unsuccessful and to give them feedback on their interview performance if they request it. Keep notes / checklists of information from interview on file for next six months for unsuccessful candidates, and keep successful candidate information on their personnel file. Please note that, under the Freedom of Information Act 2000, individuals can request to see paperwork relating to themselves, such as an Interview Checklists. Therefore, it is important only to record relevant information linked directly to the candidate's suitability for the job, rather than subjective comments or personal opinions.

SAMPLE INTERVIEW QUESTIONS

1. Give us a brief overview of your coaching career and your reasons for applying for this position.
2. Tell us about a coaching session that you thought went really well.
3. Tell us about a coaching session that didn't go as well as you planned and how you resolved this.

If a practical assessment was carried out before the interview, it may be appropriate to ask the candidate to explain what they thought went well / not so well, what they would change if they delivered the session again, what they would include in a follow-up session to ensure progression etc.

4. The health and safety of participants, spectators and the coach during coaching sessions is very important. What would you check to make sure satisfactory safety levels are in place?
5. What other steps would you take to ensure a coaching session runs smoothly?
6. [SPORT SPECIFIC QUESTION TO TEST CANDIDATES' KNOWLEDGE AND UNDERSTANDING OF THE SPORT THEY COACH].
7. Tell me about a time when you led the first coaching session with a group of young players of mixed ability. How did you ensure that all the participants' needs were met?
8. The post involves motivating young people to become involved and stay involved in sport. How would you enthuse and motivate young people in your coaching sessions?
9. You identify a talented performer in your sport. Where would you signpost them to next to help them progress in your sport? What other support might you provide?
10. What is your understanding of the role of a mentor? If you have ever provided mentoring support for another individual, please elaborate on this experience.
11. What do you understand is meant by good practice in terms of Child Protection?
12. What would you do if you were concerned that another coach was bullying the children they were coaching?
13. What would you do if a child at one of your sessions did not want to join in?
14. What would you do if a parent questioned your coaching methods?
15. There are some administrative tasks attached to this post, such as completing registers, time sheets and monitoring forms. What kind of experience do you have in carrying out such tasks?

16. The post will require you to attend relevant training, induction, undergo a Criminal Record Bureau check and agree to abide by a coaches Code of Conduct. How do you feel about this?
17. What characteristics should a coach demonstrate when coaching?
18. What plans do you have for furthering your coaching qualifications?
19. Do you have any questions for us?
20. Are you still interested in the post?
21. If appointed, when could you start working for us?

SAMPLE INTERVIEW CHECKLIST

Candidate Name:

Date:

Ratings: A = Greatly exceeds the required standard D = Development required
 B = Exceeds the required standard E = Fails to meet the required standard
 C = Achieves the required standard

Question Number	Criteria	Comments	Rating
1	Overview of coaching career		A B C D E
2	Coaching session that went really well		A B C D E
3	Coaching session that didn't go as planned		A B C D E
	Evaluation of Practical Assessment (if appropriate)		A B C D E
4	Health and Safety checks		A B C D E
5	Steps to make a session run smoothly		A B C D E
6	[Sport Specific]		A B C D E
7	Ability to cope with mixed ability groups		A B C D E
8	Ability to motivate young people		A B C D E
9	Knowledge of player pathways		A B C D E
10	Mentoring experience		A B C D E
11	Knowledge of Child Protection issues		A B C D E
12	Application of Child Protection principles		A B C D E
13	Ability to deal with challenging behaviour		A B C D E
14	Ability to deal with parents appropriately		A B C D E
15	Administration experience		A B C D E
16	Willingness to train and be screened		A B C D E
17	Ability to identify key characteristics of a good coach		A B C D E
18	Aspirations		A B C D E
20/21	Are they still interested in post and start date?		A B C D E
Recommendation (delete as applicable)		1) Not suitable for appointment	
		2) Possibly suitable for appointment	
		3) Definitely suitable for appointment	

Interviewer:

Signed:

SAMPLE INTERVIEW PRACTICAL ASSESSMENT CHECKLIST

Candidate Name:

Date:

Area of Assessment	Rating (1 = poor, 6 = excellent)	Comments and Evidence
Prior to the session does the coach:		
Produce a session plan that reflects the needs of the group?	1 2 3 4 5 6	
Check the facility?	1 2 3 4 5 6	
Check the equipment?	1 2 3 4 5 6	
Enquire about location of first aid equipment / first aider?	1 2 3 4 5 6	
At the start of the session does the coach:		
Present themselves appropriately (e.g. dress, language)?	1 2 3 4 5 6	
Introduce themselves and welcome participants?	1 2 3 4 5 6	
Outline the aims of the session?	1 2 3 4 5 6	
Outline the safety rules?	1 2 3 4 5 6	
Include a suitable warm up?	1 2 3 4 5 6	
Communication with participants – During the session does the coach:		
Use a professional approach, demonstrating clear boundaries with participants?	1 2 3 4 5 6	
Value and respect all participants?	1 2 3 4 5 6	
Communicate in an appropriate manner?	1 2 3 4 5 6	
Ensure that instructions are fully understood?	1 2 3 4 5 6	
Give appropriate demonstrations?	1 2 3 4 5 6	
Create a positive environment?	1 2 3 4 5 6	
Knowledge of the activity – During the session does the coach:		
Demonstrate an appropriate level of expertise to enable learning to take place?	1 2 3 4 5 6	
Know and apply the correct rules of each activity?	1 2 3 4 5 6	
Use space safely and well?	1 2 3 4 5 6	
Differentiate equipment?	1 2 3 4 5 6	
Differentiate each practice?	1 2 3 4 5 6	

Plan a session with effective progression?	1 2 3 4 5 6	
Knowledge of participants – During the session does the coach take into consideration:		
Different levels of ability?	1 2 3 4 5 6	
Special Educational Needs?	1 2 3 4 5 6	
Medical needs?	1 2 3 4 5 6	
Age and / or size?	1 2 3 4 5 6	
Behaviour?	1 2 3 4 5 6	
Level of confidence?	1 2 3 4 5 6	
Gender mix?	1 2 3 4 5 6	
Organisation of participants – During the session does the coach:		
Match participants' confidence, strength and ability in pair and group tasks?	1 2 3 4 5 6	
Understand the needs of the age group they are working with?	1 2 3 4 5 6	
Have effective strategies for participant control and motivation?	1 2 3 4 5 6	
At the end of the session does the coach:		
Introduce a suitable cool down?	1 2 3 4 5 6	
Evaluate the overall performance against the aims set, including participant feedback?	1 2 3 4 5 6	
Identify weaknesses and establish strategies for improvement?	1 2 3 4 5 6	

Interviewer:

Signed:

MAKING AN APPOINTMENT

Once the interview panel has decided which candidate they wish to appoint, the successful candidate should be contacted by telephone and given a verbal job offer. It is important to do this as quickly as possible to avoid the danger of losing the candidate to another organisation.

Please be aware that this conversation is legally binding, so be careful not to make any agreements with the coach (in terms of salary, start date etc.) that you may not be able to keep. Also, if the job offer is subject to any of the screening processes outlined in the next section, it is important that this is made clear during the conversation.

As well as making a verbal job offer, you will need to make a formal offer in writing. This can be done before or after any screening checks are undertaken, although if it is done beforehand it should be made clear that the offer is subject to certain checks being successfully completed and all the checks should be listed.

The letter itself does not need to be very detailed, but should confirm that the individual concerned has been offered the post. However, the coach should also be sent a copy of the Statement of Main Terms and Conditions relating to the post (see pages 69 to 72), which they will need to accept before employment can commence.

Once the Terms and Conditions have been accepted by the coach and the screening checks have been successfully completed, employment can commence.

Probationary Periods

It is recommended that you consider offering a probationary period (usually three or six months) at the beginning of employment, which gives your organisation the chance to see whether the person you have employed is suitable for the job, and also gives the individual the opportunity to see whether the job is suitable for them.

If you decide to use a probationary period, you must ensure the coach is aware of this at the beginning of employment (through the Statement of Main Terms and Conditions) and that you have written procedures regarding the review of the probationary period and the processes to be followed should either party be unhappy with the situation at the end of the period. Further information about termination of employment can be found on www.acas.org.uk.

SCREENING

Before a coach is offered a Contract of Employment, there are several screening checks, which should be carried out by the organisation to ensure that the information given in the application form is correct and if the post involves contact with young people or vulnerable adults, to confirm the coach is suitable for this role.

These screening checks should include:

- Checking of Personal Identification (this is normally undertaken at the interview)
- References
- Enhanced Criminal Records Bureau check (if post involves contact with young people / vulnerable adults)
- Self Disclosure form
- Verification of coaching qualifications
- Medical Enquiry Form

References

The two contacts for referees given on the application form should be followed up. One referee should be the coach's current / most recent employer, and one should be able to comment upon their coaching performance. If the post involves working with children and young people, at least one referee should be able to comment on their suitability in this role. One referee could be in a position to comment on more than one of the above. However, two referees should still be given / followed up. Reference requests should be sent to a named individual, not 'to whom it may concern'.

You may want to ask for references prior to interview for all short-listed candidates. If this is the case, you should check the application forms to ensure the applicants have given consent for this. Should you decide to look at references prior to interview, you need to look at all references that are accessible at this time. Please remember that you must not discriminate against a candidate who does not want their referees contacted until after interview. Finally, you must ensure that the same format for gaining references is used for all candidates.

On the following pages are two examples of Reference Request Forms, one to be sent to the coach's current / previous employers or personal referee and one to be sent to someone who can comment on their coaching ability. Referees will need to be sent a copy of the job description and person specification so that they can comment on the coach's abilities in relation to the new post.

There is no legal requirement for people named as referees to complete a reference upon request. Therefore, if an offer of employment is made subject to receiving two satisfactory references, you may need to request an additional name from the coach if one of their original referees fails to respond.

SAMPLE REFERENCE REQUEST FORM – EMPLOYER / PERSONAL

The person named below has applied for the stated post within our organisation and has given your name as a referee. Please answer all relevant questions, sign and date the form and return it to us in the envelope provided, marked 'Private and Confidential', by *[INSERT DEADLINE DATE]*.

Name of applicant:	
Post applied for:	
Organisation:	

1. GENERAL INFORMATION (to be completed all referees)	
Referee's name:	
Position:	
Address:	
Telephone number:	
In what capacity do you know the applicant?	
How long have you known the applicant?	

2. EMPLOYMENT INFORMATION (to be completed by present / previous employers only)	
Dates of employment (from – to):	
Capacity in which employed:	
Main duties:	
Salary / weekly wage:	
Reason for leaving (if applicable):	
Number of days absent through sickness / injury in the last full year or, if employed for less than a full year, during the period of employment?	

3. ASSESSMENT OF PERFORMANCE (to be completed by all referees)				
Please rate the person on the following (please tick):				
	Poor	Average	Good	Excellent
Teamwork				
Honesty				
Punctuality				
Reliability				
Attitude				

4. CHILD PROTECTION (to be completed by all referees)	
<p>This post involves substantial access to children / vulnerable adults. Is there any reason at all to be concerned about this applicant being in contact with children / vulnerable adults? If 'yes' we may contact you in confidence.</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>	
5. OTHER INFORMATION (to be completed by all referees)	
<p>Please comment on the ability of the applicant to carry out the duties of this post, with reference to the enclosed Job Description and Person Specification:</p>	
<p>In your opinion is there any reason why the applicant should not be appointed to this post?</p>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/> If 'Yes' please provide details below:</p>
<p>Do you have any further information or comments which you would wish to offer about the applicant, bearing in mind the post for which they have applied?</p>	
6. DATA PROTECTION (to be completed by all referees)	
<p>This information is being collected by [<i>INSERT NAME OF ORGANISATION</i>] for the purpose of recruitment and selection. If you are giving a reference on behalf of a present or previous employer, the subject will be entitled to see it.</p> <p>If the applicant is successful the information will be held on file for the duration of their employment. If the applicant is unsuccessful the information will be held on file for a maximum of 12 months and then destroyed.</p> <p>Signed: _____ Date: _____</p> <p>This reference is given on the understanding that any legal responsibility or liability for accuracy or otherwise of any statement herein is hereby excluded in respect of the author of the reference, his / her employer, the recipient of the reference and the subject of it.</p>	

SAMPLE REFERENCE REQUEST FORM – COACHING ABILITY

The person named below has applied for the stated post within our organisation and has given your name as a referee. Please answer all relevant questions, sign and date the form and return it to us in the envelope provided, marked 'Private and Confidential', by *[INSERT DEADLINE DATE]*.

Name of applicant:	
Post applied for:	
Organisation:	

1. GENERAL INFORMATION

Referee's name:	
Position:	
Address:	
Telephone number:	
In what capacity do you know the applicant?	
How long have you known the applicant?	

2. COACHING ABILITY

Please rate the applicant's coaching ability using the following criteria (please tick):

Planning / Preparation	Poor	Average	Good	Excellent
Construction of sessions (warm up, practices, games, cool down etc.)				
Use of appropriate equipment				
Suitability of content for participants				
Knowledge / understanding of the material				

Coaching Method	Poor	Average	Good	Excellent
Use of progression				
Effective use of practices				
Ability to give technical feedback				
Use of differentiation (taking individual differences into account)				

Management / Organisation	Poor	Average	Good	Excellent
Safety considerations				
Organisation of the group				
Control of participants				
Time management				

Communication	Poor	Average	Good	Excellent
Ability to give appropriate feedback				
Motivation of participants				
Communication appropriate for the audience				
Ability to give clear and concise instructions				
Interaction with participants				
Use of clear demonstrations				

3. COACHING RANGE

Please rate the applicant's suitability to coach the following age groups and ability levels (1 = totally unsuitable, 6 = very suitable):

	Beginner	Intermediate	Advanced
4-8 years	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
9-13 years	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
14-18 years	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
18+ years	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6

4. CHILD PROTECTION

This post involves substantial access to children / vulnerable adults. Is there any reason at all to be concerned about this applicant being in contact with children / vulnerable adults? If 'yes' we may contact you in confidence.

Yes ☐ No ☐

5. DATA PROTECTION

This information is being collected by [INSERT NAME OF ORGANISATION] for the purpose of recruitment and selection. If you are giving a reference on behalf of a present or previous employer, the subject will be entitled to see it.

If the applicant is successful the information will be held on file for the duration of their employment. If the applicant is unsuccessful the information will be held on file for a maximum of 12 months and then destroyed.

Signed:

Date:

This reference is given on the understanding that any legal responsibility or liability for accuracy or otherwise of any statement herein is hereby excluded in respect of the author of the reference, his / her employer, the recipient of the reference and the subject of it.

CRB Checks – Guidance

What is a CRB Check?

The Criminal Records Bureau (CRB) offers a service called 'Disclosure', which provides access to an individual's criminal record information. This helps employers identify people who may be unsuitable for certain work, especially involving children or vulnerable adults.

What are the different levels of disclosure?

There are two levels of disclosure, Standard and Enhanced. It is strongly recommended that for posts involving contact with children or vulnerable adults, organisations only ever request enhanced checks.

Enhanced checks will provide the following information:

- Current and spent convictions, cautions, reprimands and warnings held on the Police National Computer
- Any relevant and proportionate information held by the local police forces..

If the post involves working with children or vulnerable adults, the following may also be searched:

- Protection of Children Act (POCA) List
- Protection of Vulnerable Adults (POVA) List
- Information that is held under Section 142 of the Education Act 2002 (formerly known as List 99)

How much does the service cost?

An Enhanced Disclosure costs £36 for employees but are free of charge for volunteers. Most Umbrella Bodies charge an administration fee (see below).

How do I access the service?

The service is available:

- To organisations that have registered with the CRB. This costs £300 (one-off fee) plus £5 per registered countersignatory.
- Through some National Governing Bodies. Please contact your National Governing Body to see if they offer this service.
- Through an 'umbrella body', which is an organisation which has registered to carry out checks on behalf of other organisations. Some Local Authorities are umbrella bodies, and below is a list of others in the area:

ORGANISATION	TELEPHONE	OTHER INFORMATION
Safeguarding Children Partnership (SAFE)	01379 678961	£15 to member organisations £20 to non-members
Suffolk Association of Voluntary Organisations (SAVO) <i>Suffolk organisations only</i>	01473 275193	£12.50 to member organisations £17.50 to non-members
Young Lives <i>Cambridgeshire organisations only</i>	01480 494333	£7.50 to member organisations £15 to non-members
Cambridgeshire County Council	01223 717794	£13 admin fee

Please note, these prices are based on the person being Enhanced Checked being a volunteer, not an employee.

Data Protection and Confidentiality

The CRB has strict requirements about the secure storage, use and disposal of disclosures and disclosure information. Information provided on a CRB Disclosure must only be disclosed to those who are involved in the assessment of the information within your organisation. It must only be used for the specific reason for which it was collected, and not passed on to any other organisations / individuals.

All CRB Disclosure forms should be stored securely in lockable storage with access strictly limited to those who are entitled to see it. Copies of forms should not be made, and originals should be securely destroyed (i.e. shredded / burned) no longer than six months after a decision has been made about a person's suitability for a role.

We recommend that your organisation has a nominated individual (normally the Child Protection / Welfare Officer) who oversees the Disclosure process and is responsible for ensuring that disclosure information is stored, used and disposed of as outlined above.

For further details see www.disclosure.gov.uk/Default.aspx?page=311

What if a conviction is disclosed?

If a conviction is disclosed, it is up to your organisation to decide whether or not to employ the individual. There are many sources of guidance to help you with this decision including 'Employing People with a Conviction', produced by the CRB and the Chartered Institute of Personnel and Development (CIPD). Further information can be found on the CRB website, and see page 57 on self disclosure forms.

We strongly recommend that all coaches and other individuals who have contact with children or vulnerable adults, whether in a paid or voluntary capacity, undergo an Enhanced CRB Check. Please remember, a CRB check is only one part of the recruitment process and should not be solely relied upon. Other recruitment checks (as recommended in this guide) should also be followed up. You should also ensure a safe working ethos within your organisation, for example co-coaching and regular supervision of coaches.

CRB Checks – Portability of Disclosures

What is portability?

Portability refers to the re-use of a CRB Disclosure, obtained for a position in one organisation and later used for another position in another organisation. Those who move frequently between short-term appointments may not wish to apply for a fresh Disclosure each time they seek a new position. Similarly, those who take up two positions that both require a CRB check, for example, a full-time job and a weekend or voluntary position) may be able to avoid making two applications to the CRB.

If you are considering accepting a previously-issued Disclosure you must first understand the limitations and risks of portability, and carry out a formal risk assessment as outlined below. At all times, the overriding consideration must be for the safety of young and / or vulnerable people within your organisation.

How can portability work?

If you ask an individual to be CRB checked and they tell you that they already have a CRB check, you can:

- Ask the individual to show you their copy of the CRB check.
- Contact the Countersignatory, named on the front of the CRB check, and confirm that the reference number and identity details match.
- Ask if the Countersignatory received any additional information - the Countersignatory can only confirm or otherwise the existence of such information – but not the content of the information.
- If there is no additional information, carry out a formal risk assessment to decide whether to accept the CRB check.
- If there was additional information, you are strongly advised to ask the individual to apply for a fresh check.

Limitations and Risks

Limitations:

- The Disclosure may not be at the right level. There are two different levels of CRB check; Standard & Enhanced. If an Enhanced check is needed do not accept a Standard one.
- A Disclosure carries no formal period of validity. The older a Disclosure the less reliant the information is, as the information it contains may not be up to date.
- Information revealed through a CRB check reflects the information that was available at the time of its issue.
- You may be required by law to carry out a fresh check with the Protection of Children Act List (POCA) and/or the Protection of Vulnerable Adults List Act (POVA) in certain circumstances thereby limiting the use of portability.
- An original Disclosure, not a photocopy, contains a number of security features to prevent tampering or forgery.
- You need to understand the meaning of the wording that appears in the information boxes on Disclosure. 'None recorded' means no information was found, 'Not requested' means that that check was not done.
 - BOX 1 - Police Records of Convictions, Cautions, Reprimands and Warnings
 - BOX 2 - Protection of Children Act List information
 - BOX 3 - Protection of Vulnerable Adults List information
 - BOX 4 - Information from the list held under Section 142 of the Education Act 2002
 - BOX 5 - Other relevant information disclosed at the Chief Police Officer(s) discretion
- Once a recruitment decision (or other relevant decision – eg, for regulatory or licensing purposes) has been made, a recipient of a Disclosure must not retain it, or any associated correspondence, for longer than is necessary for the particular purpose. In general, this should be for a maximum of 6 months.

Risks:

- Using a previously issued Disclosure does not constitute a fresh CRB check.
- Registered Bodies are responsible for the accuracy of the information provided to the CRB and on which it carries out its checks. By accepting a previously issued Disclosure you are accepting the risk that the previous Registered Body may not have accurately and fully validated the person's identity.

- The person's criminal record or other relevant information may have changed since the issue of the Disclosure.
- Enhanced Disclosures may contain 'approved' non-conviction information provided by the police from their local records. In the majority of cases, the CRB will print this information on the Disclosure (applicant and Registered Body copy) in the box entitled 'Other relevant information disclosed at the Chief Police Officer(s) discretion'. However, occasionally the Chief Police Officer may, if thought necessary in the interests of the prevention or detection of crime, withhold this information from the applicant's Disclosure. The Registered Body's copy will contain the following words 'Please refer to letter sent under separate cover', printed under the date of issue on the Disclosure. If you choose to accept the applicant's copy you will not know if any information was revealed in a separate letter to the previous Registered Body.

Risk Assessment Framework

Due to the risks involved, if you are considering accepting a previously issued Disclosure you should carry out a full risk assessment. You may also wish to take further independent advice. Any risk assessment should take into account consider the following:

- Are you required by law to get a new check?
- Is the level of CRB check the same as the level you need?
- How old is the CRB check?
- Is the position for which the previously issued CRB check was obtained similar to the position for which you need a CRB check?
- Have all checks that you need been carried out?
- Have you validated and authenticated the person's identity to ensure that the person presenting the CRB check is the person on whom the check was done? For instance, have you seen a range of identity documents that confirm their name, address, date and place of birth?
- Is the applicant still living at the same address as the one printed on the CRB check?
- If it is an Enhanced check, have you confirmed from the previous Countersignatory if any additional information was released by way of a separate letter?
- Have you obtained the consent of the applicant to approach the other organisation?

Code of Practice

The CRB's Code of Practice sets out the circumstances when the details of a CRB check can be passed to a third party. The Code states that information revealed through a CRB check can only be passed to individuals who need to see it as part of the recruitment decision, for which the CRB check was requested. This also applies to any additional information provided by the police under cover of a separate letter. If you are contacted by another organisation about a previously issued Disclosure you can only:

- Confirm or not, whether the information provided reflects that which appears on your copy of the Disclosure.
- State if the police did or did not issue additional information issued under cover of a separate letter to the Disclosure.

Source: www.disclosure.gov.uk/Default.aspx?page=1870

Self Disclosure Forms

We recommend that all coaches who will be working with children and young people are asked to complete a Self Disclosure form, which requires them to provide information about any convictions, cautions, bindovers, suspensions, formal warnings, reprimands and pending court cases. Under the Rehabilitation of Offenders Act 1974, most convictions etc. become 'spent' after a certain period (which differs in length depending on the gravity of the offence) and organisations are only able to ask about 'unspent' convictions. However, if a role involves working closely with young people, it is exempt from this requirement and ALL convictions etc. need to be declared.

A Self Disclosure Form may provide similar information to an Enhanced CRB Disclosure. However, there are two main reasons for using a Self Disclosure Form as well as carrying out CRB checks:

- 1. The Self Disclosure Form can be completed quickly, so if there is a delay in receiving a CRB Disclosure, it is still possible to ascertain whether an individual has any previous convictions etc. However, please be aware that this information is only as accurate as the individual chooses to make it.**
- 2. The Self Disclosure Form includes a signed statement requiring the individual to inform your organisation of any new convictions etc. This means that anything which occurs after the date of the CRB check should still be brought to the attention of your organisation, and if not then you are able to take disciplinary action.**

If the Self Disclosure reveals details of any convictions, cautions etc., these will need to be assessed and a decision made about that person's suitability to fulfil the specific role they are being recruited for. Your organisation should develop procedures for doing this. We recommend that any assessment of information be done by a 'panel' rather than an individual. This panel could include your organisation's Child Protection Officer, the Line Manager and a member of your Human Resources Department.

The assessment should take into account:

- whether the conviction or other matter revealed is relevant to the position in question
- the seriousness of any offence or other matter revealed
- the length of time since the offence or other matter occurred
- whether the applicant has a pattern of offending behaviour or other relevant matters
- whether the applicant's circumstances have changed since the offending behaviour or the other relevant matters
- the circumstances surrounding the offence and the explanation(s) offered by the person concerned.

Each situation will need to be considered separately, as no two sets of circumstances are likely to be the same. The assessment panel may decide it is appropriate to liaise with the individual concerned to find out the details surrounding the offence in order to make a more informed decision, and when a decision is reached the individual will be informed.

There are numerous organisations that are able to provide advice with respect to this. These include:

Social Care Services

Cambridgeshire

0845 045 5203 (day)

01733 234724 (out of hours)

Peterborough	01733 746460 (day)
	01733 561370 (out of hours)
Suffolk	08456 023023 (day)
	01473 299669 (out of hours)
NSPCC Child Protection in Sport Unit	0116 234 7278 / 7280
Safeguarding Children Partnership	01379 678961

Data Protection and Confidentiality – Self Disclosures

Information provided on a Self Disclosure Form must only be disclosed to those who are involved in the assessment of the information. It must only be used for the specific reason for which it was collected, and not passed on to any other organisations / individuals.

All Self Disclosure forms should be stored securely in lockable storage with access strictly limited to those who are entitled to see it. Copies of forms should not be made, and originals should be securely destroyed (i.e. shredded / burned) no longer than six months after a decision has been made about a person's suitability for a role. However, a record can be kept of the names of people who have completed Self Disclosures, the date they completed the form and the decision made about their suitability for a role (but not details of any convictions etc.)

SAMPLE SELF DISCLOSURE FORM (PART ONE)

Name of Organisation	
Role within Organisation (or role you are being considered for)	
Full Name	
Any names used previously (i.e. maiden name)	
Date of Birth	
Gender (male / female)	
Current Address	
Previous Addresses (if you have lived at your current address for less than five years, please include all previous addresses for that period)	
Contact Number	

SAMPLE SELF DISCLOSURE FORM (PART TWO)

In order to protect young people within sport, the role for which you are being considered is exempt from the Rehabilitation of Offenders Act 1974. This means that you are required to provide details of all convictions, cautions, bindovers, suspensions, formal warnings and reprimands, even if they would otherwise be considered 'spent'. This includes motoring-related offences and pending court cases. Any information declared will remain confidential and will be considered only with regards to its relevance to your role within the club.

Please answer the following questions, then sign and date the form:

Have you ever been convicted, cautioned, bound over, suspended, formally warned or reprimanded, or do you have any pending court cases?

Yes / No (delete as appropriate)

If 'Yes', please supply details below, including the nature of the offence, the date and the sentence imposed:

Do you know of any reason why you should not work directly with children, or in an environment where children are present (i.e. are you known to any Social Care Services Department as being an actual or potential risk to children, have you had a disciplinary sanction from another club, Governing Body or other organisation relating to child welfare etc.?)

Yes / No (delete as appropriate)

If 'Yes', please supply details below:

I declare that the information above is correct, and I agree to inform *[INSERT NAME OF ORGANISATION]*'s Child Protection Officer within 24 hours if I am subsequently arrested or investigated in relation to Child Welfare concerns, and within 7 days if any other information in Part Two changes. I understand that provision of false information or failure to provide updated information is a disciplinary offence.

Signed: _____

Date: _____

Verification Of Coaching Qualifications

If the person you are appointing possesses any National Governing Body coaching qualifications (or other relevant qualifications) we recommend that you ask them to present their certificates for verification. Original copies of certificates must be provided, rather than photocopies and, if additional certificates are issued as part of the qualification (e.g. first aid, child protection etc.) these should also be seen.

Some National Governing Body coaching certificates have an expiry date, and these should be checked where applicable. The table below provides guidance on this but, with National Governing Bodies adopting the UKCC structure over the next couple of years, we recommend you contact the relevant National Governing Body for up-to-date information (see pages 106 to 107 for contact details).

SPORT	DETAILS (as of 01.12.06)
Angling	No expiry date for qualification. Licences (Level 2 and above) need to be renewed annually with first aid, child protection and CRB renewed every three years
Archery	Many organisations issue coaching qualifications. Grand National Archery Society qualifications (the most common) all have an expiry date, which varies depending on the level of qualifications
Athletics	Licences need to be renewed every three years
Badminton	No expiry date
Basketball	No expiry date
Bowling	No expiry date
Canoeing	Qualifications need updating every three years
Cricket	No expiry date. First Aid and Child Protection need renewing every three years
Cycling	No expiry date
Equestrian	Contact NGB for more information
Football	No expiry date. First Aid and Child Protection need renewing every three years
Golf	Contact NGB for more information
Gymnastics & Trampolining	Varies greatly depending upon discipline and qualification. Contact NGB for more information
Hockey	No expiry date
Judo	Must be renewed every year through gaining credits. Must also have a coaching licence (renewed annually)
Karate	Re-assessment and re-registration with relevant association required, normally every two years – contact association for more details
Lawn Tennis	No expiry date but licensed coaches must renew every three years
Mountaineering	No expiry date but must record updates in a log book and have current experience. First Aid must be renewed every three years
Movement/ Dance	Contact NGB for more information
Netball	Pre-UKCC qualification expire 2010. Details yet to be finalised for UKCC qualifications
Orienteering	Must be renewed every three years

Rounders	Coaches must re-register annually and meet NRA requirements. Contact NRA for more information
Rowing	No expiry date
Rugby League	Must be renewed every three years by gaining credits through the CPD programme
Rugby Union	No expiry date
Sailing	Must be renewed every five years for the majority of qualifications
Squash	No expiry date for qualifications. Licences need to be renewed every three years
Swimming	No expiry date but some qualifications require CPD credits / up-to-date Rescue Test certificate to remain valid. Licences need to be renewed every three years
Table Tennis	No expiry date
Triathlon	Must be renewed every three years
Volleyball	No expiry date

Medical Enquiry Form

The purpose of a Medical Enquiry Form is to ascertain whether someone is medically able to meet the requirements of the post in question. The person you are appointing should be asked to complete a simple questionnaire about their general health (see pages 64 to 65 for a sample medical enquiry form which has been adapted from information provided by Waveney District Council).

Please note that medical enquiry forms should only be used if there are systems in place for securely storing the information, whether on paper or electronically, as required by the Data Protection Act.

If the completed medical enquiry form raises any doubts about the person's suitability for the post, the employer has the option of either asking the individual for more information where appropriate, or of contacting the person's doctor for a medical report. Please note that the employer can only do this if the individual has given their consent and that there may be a charge for the report.

If the information provided by the individual or by the Doctor's Medical Report indicates that the person may have difficulty meeting the requirements of the post, your organisation will need to carefully consider whether it is appropriate to employ that person.

It is important to remember that, under the Disability Discrimination Act 1995 (DDA), it is against the law for an employer to discriminate against someone that meets the definition of a 'disabled person' because of their disability or long-term health condition (a 'disabled person' is legally defined as someone with 'a physical or mental impairment that has a substantial and long-term adverse effect on his / her ability to carry out normal day-to-day activities'). This means you are expected to make 'reasonable adjustments' to enable a person with a disability to carry out the job.

Although the DDA only applies to people who meet the definition of 'disabled', it is good practice to apply these principles to anyone with medical needs. For example, a person's

medical enquiry form could indicate that they have back problems and are unable to lift heavy objects. Rather than not employing them because the coaching post involves moving sports equipment at the start and end of a session, it may be appropriate to consider arranging for someone else to do this for the coach. After all, it is the quality of the individual's coaching which should be the most important factor when deciding whether to appoint them. In summary, the medical enquiry process should be looked upon principally as a means of identifying any support an individual may need, rather than of checking they are in perfect health!

For more information about the Disability Discrimination Act, please see page 103 or contact the Disability Rights Commission on 0845 762 2633 or www.drc-gb.org.

SAMPLE MEDICAL ENQUIRY FORM

Proposed Employment			
Full Name			
Address			
Contact Number		Date of Birth	

Please answer all questions	Delete as appropriate
1. Have you ever had any trouble with or been treated for any defect of eyesight or hearing?	YES / NO
2. Have you ever had any trouble with or been treated for any condition affecting the movement, control or muscular power of any limb?	YES / NO
3. Have you ever had any trouble with or been treated for mental or nervous illnesses?	YES / NO
4. Have you ever had any trouble with or been treated for any tropical disease or condition contracted abroad?	YES / NO
5. Have you ever had any trouble with or been treated for any chest infection?	YES / NO
6. In the last five years, have you had any chest x-rays?	YES / NO
7. In the last five years, have you had any illness or injury requiring treatment or investigation in hospital?	YES / NO
8. Have you ever failed a medical examination?	YES / NO
9. Has any proposal for the insurance of your life ever been declined?	YES / NO
10. Have you been absent from work / education due to illness or injury in the last 12 months?	YES / NO
11. Are you at present receiving any treatment from your doctor?	YES / NO
12. To the best of your knowledge, do you currently enjoy good physical and mental health?	YES / NO
<p>If you have answered 'YES' to any of questions 1-11, please give further details here (attach a separate sheet if necessary):</p>	

Please complete the following declaration:

I declare that the answers given overleaf are true and I accept that any mis-statement or omission made knowingly may constitute grounds for termination of employment.

I have been informed of my statutory rights under the Access to Medical Reports Act 1988 (see below) and hereby give consent for *[INSERT NAME OF ORGANISATION]* to apply for a report from my doctor.

The name and address of my doctor is:

I understand that this form will be copied to that Doctor and shall have the validity of the original.

I do / do not* wish to see the medical report before it is sent to *[INSERT NAME OF ORGANISATION]*. (*Delete as appropriate)

Signed: _____

Date: _____

Please return this completed form, in an envelope marked 'Private and Confidential' to: *[INSERT ADDRESS OF ORGANISATION]*.

Please note – the information you have supplied may be processed by computer and / or form the basis of manual records. The information will be used in connection with your employment with *[INSERT NAME OF ORGANISATION]*. The information will be held on file for no longer than is necessary to carry out this function and will then be destroyed.

EXPLANATORY NOTE FOR EMPLOYEES – ACCESS TO MEDICAL REPORTS ACT 1988

This note sets out your statutory rights under the Access to Medical Reports Act 1988 and explains the procedure for applying these rights. Under the Act an employer cannot apply for a medical report from a doctor who has been responsible for your physical or mental health care without your consent. The consent form above also asks, in accordance with the Act, whether you wish to see the report before it is sent to our organisation.

If you have decided that you would like to see the report first, we will inform the doctor of that fact and will notify you of the date that the application for the medical report is actually made. You will then have 21 days in which to make arrangements with the doctor to see the report. You must make these arrangements yourself. Whilst there is no charge for reading the report, if you arrange with your doctor to have the report photocopied and, if necessary, posted to you the doctor may charge a reasonable fee to cover the cost of doing so.

If you did not indicate on the consent form that you wish to see the report but later change your mind, on your own initiative, you will be able to notify the doctor that you wish to see the report before it is sent to us. You will then have 21 days from the date of your notification to the doctor to make arrangements to see the report. Please note however that the doctor is not obliged to delay supplying the report in case you change your mind. By the time you have decided you would rather see the report first, the doctor may have already supplied it.

If, following notification to the doctor, you have seen the report, the doctor will not be able to supply the report without your further consent. Having seen the report, you will be entitled to request that the doctor amend any part of the report that you consider to be inaccurate or misleading. If the doctor does not agree to amend the report as requested you will be able to attach a written statement to the report giving your view on its contents.

Whether or not you decide to see the report before it is supplied, the doctor will be obliged to keep a copy of the report for at least six months after the date it was supplied and you will be entitled to have access to that report. Please note that the doctor is not obliged to let you see those parts of the medical report that he or she believes would be likely to cause serious harm to your physical or mental health or that of others, or which would reveal information about another person or the identity of a person who has supplied the doctor about your health unless that person also consents. In those circumstances the doctor will notify you and you will be limited to seeing any remaining parts of the report.

INSURANCE

Unfortunately we live in litigious times. Therefore now more than ever, there is a need for coaches to be insured when coaching on an activity. You may find your organisation's insurance covers them, but if not insurance cover will need to be arranged separately.

Many different types of insurance exist. However, below are definitions of the three main forms of insurance that a coach may obtain:

Public Liability

This insurance covers an individual's or organisation's legal liability to pay damages to members of the public (including people being coached) for death, bodily injury or damage to their property. It usually also covers legal fees and other costs linked to the above.

Personal Accident

This insurance provides the insured with financial cover should they suffer a serious injury (or death) while coaching, although exact details of cover vary depending on the policy.

Professional Indemnity

Some insurance companies also offer Professional Indemnity cover for coaches. This covers individuals if they are sued by someone (i.e. a person coached by them) who believes they received bad or negligent advice / other services and incurred an injury or other loss as a result.

Getting Cover

There are numerous providers of insurance that can be found both locally or nationally. However, with regards to sports coaching and officiating, many National Governing Bodies of sport also provide insurance cover, some automatically once a coach gains a qualification and some for an additional fee. **sports coach UK** also provides cover for coaches. The table below and overleaf provides information of the levels of cover provided by National Governing Bodies / **sports coach UK**, and also where possible the costs involved. For those National Governing Bodies not listed, or for details of the exact levels of cover provided by a National Governing Body, please contact them directly for further information (contact details listed on pages 106 to 107).

Provider	Cost per Year (as of 01.12.06)	Public Liability	How much Cover	Personal Accident Insurance
sports coach UK	£73	Y	£5 million	Y
Fishcoach.org (Angling)	Level 2 and above angling coaches can apply for a licence (£15) including insurance. Only covered when coaching voluntarily in their club	Y	£2 million	Y
Grand National Archery Society	Cover provided when join GNAS (£38)	Y	£5 million	N

Provider	Cost per Year (as of 01.12.06)	Public Liability	How much Cover	Personal Accident Insurance
UK Athletics	Free for qualified coaches with an up-to-date licence. Only covered while coaching on behalf of a UKA-affiliated club or other organisation	Y	£10 million	Y only when travelling to / from events on behalf of UKA
England Basketball	Free when affiliated to England Basketball (£12)	Y	£5 million	Y
Badminton England	Cover provided when join Badminton England coaching register (£34)	Y	£5 million	N
British Canoe Union	Cover provided when affiliated to BCU (£36.80)	Y	£5 million	N
England and Wales Cricket Board	Cover provided when join the ECB coaches' association (£25)	Y	£10 million	Y
British Cycling	Cover provided when join British Cycling – Silver £34 Gold £60	Y Y	£10 million £10 million	N Y
Football Association	Cover provided when join FA Coaches Association - £39.50 (£34.50 direct debit)	Y	£5 million	N
British Gymnastics	Cover provided when join British Gymnastics through club or as an individual member (£64)	Y	Figure not available	Y
England Hockey	Individual insurance available through England Hockey (£40)	Y	£5 million	Y
British Judo Association	Free if qualified and working as a volunteer Individual membership (including insurance) can be purchased (£29)	Y	£10 million	Y
Lawn Tennis Association	Cover provided through membership of LTA Coach Licensing Scheme (£24)	Y	£10 million	N
British Mountaineering Council	Individual cover can be arranged through BMC / Perkins Slade – contact BMC for more information			
England Netball	Cover provided through individual affiliation to England Netball	Y	£5 million	Y
British Orienteering Federation	Cover provided through BOF membership (prices vary)	Y	£5 million	N
National Rounders Association	Cover provided through NRA membership (£25 individual)	Y	£2 million	N
Amateur Rowing Association	Cover provided through ARA membership (£42)	Y	£5 million	Y If under 75 years old

Provider	Cost per Year (as of 01.12.06)	Public Liability	How much Cover	Personal Accident Insurance
Rugby Football League	Free if a coach with a registered club	Y	£5 million	Y
Rugby Football Union	Free for coaches working on behalf of affiliated clubs	Y	£5 million	Y
Royal Yachting Association	Individual cover can be arranged through Heath Lambert Insurance – telephone 01384 822222 for more information			
England Squash	Cover provided through coaching membership of England Squash (£25)	Y	£10 million	N
Amateur Swimming Association	Cover provided through membership of Institute of Swimming (£38)	Y	£10 million	Y
English Table Tennis Association	Cover provided through membership of Association of Table Tennis Coaches (£34)	Y	£5 million	Y
British Triathlon	Cover provided through membership of British Triathlon (£49)	Y	£5 million	Y
Volleyball England	Cover provided through membership of Volleyball England (£25)	Y	£5 million	N

CONTRACTS / VOLUNTEER AGREEMENTS

Contracts / Statements of Main Terms and Conditions – Paid Employment

If you are planning on paying someone for the time they spend coaching for you, you will need to issue them with a Contract of Employment. A contract is a legally-binding agreement between an employer and an employee. It may be made verbally (i.e. through the initial telephone call to offer the job), but should also be put in writing to avoid dispute (i.e. through the formal job offer letter). All employers are legally required to put the Statement of Main Terms and Conditions of Employment in writing.

The Statement of Main Terms and Conditions sets out the details of the individual's employment and, among other things, makes it clear what time commitment is expected from the coach and what payment they can expect in return. Depending on the situation, coaches will usually be classified as either Permanent, Temporary / Fixed Term, Casual or Self-Employed, and the Terms and Conditions they are given will reflect this. The coach should be asked to sign and return one copy of the Terms and Conditions as an indication that they have received it and accept its content, and should be given a second copy to keep for their records.

All documentation needs to be in line with the Employment Rights Act 1996 (see www.hmso.gov.uk). This set of legislation relates directly to the content of Contracts of Employment / Statement of Main Terms and Conditions. As these are legally-binding documents, and as employment law changes over time, we recommend that you seek professional advice from a solicitor. You can also get information and advice from ACAS, the Advisory, Conciliation and Arbitration Service. Their website (www.acas.org.uk) has comprehensive information and various free leaflets which you can download / order, and they also offer free advice through their Helpline, on 08457 474747. Information can also be found on the Department of Trade and Industry's website (www.dti.gov.uk), and sports coach UK are in the process of developing a training workshop called 'Employing Coaches'. For further details contact your County Sports Partnership (see page 106 for contact details).

If you are considering offering a coach a Contract of Employment, you will need to consider the following terms and conditions, although not all will be relevant in all cases:

- Hours / days and times of work (with reference to Working Time Regulations)
- Rates of pay and arrangements for payment (with reference to the National Minimum Wage)
- Non-coaching time – will coaches be allocated paid time for preparation, attending training courses etc.?
- Tax and National Insurance
- Pension
- Holiday entitlement – Annual Leave, Bank Holidays etc.
- Travelling expenses / subsistence
- Sickness absence / pay
- Redundancy

- Termination of employment – notice required from both the coach and the organisation
- Maternity / Paternity leave
- Probation period
- Disciplinary / Grievance Procedures

Most organisations compile an Employee Handbook which contains general information about the above and is given to the coach alongside the Contract of Employment / Statement of Main Terms and Conditions, which contains the information specific to that particular post.

An example of a Temporary Contract / Statement of Main Terms and Conditions is included on the next page. Please note that this is only an example and will not be suitable in all cases.

This has been produced by sports coach UK
as part of their 'Employing Coaches' workshop



SAMPLE TEMPORARY CONTRACT OF EMPLOYMENT STATEMENT OF MAIN TERMS AND CONDITIONS

This statement is issued on *[INSERT DATE]* in accordance with the Employment Rights Act 1996.

Name and Address of Employer
[INSERT DETAILS]

Job Title
[INSERT DETAILS]

Duration of Employment: Your employment is expected to last for a period of *[INSERT NUMBER]* weeks commencing on *[INSERT DATE]* and expiring on *[INSERT DATE]*. Previous employment does not count as part of your continuous period of employment, which is considered to be temporary.

Particulars of Employment

Section A

Hours of Work: Your normal hours of work are *[INSERT TIME]* to *[INSERT TIME]* on *[INSERT DAY(S)]*. You are required to work additional hours as authorised and as necessitated by the needs of the business.

Remuneration: Your wage will be *[INSERT AMOUNT]* per hour payable weekly in arrears by *[INSERT PAYMENT METHOD]* as detailed on your pay statement.

Place of Work: You will normally be based at *[INSERT LOCATION]*. You will not be required to work outside the UK.

Section B

Annual Holidays: You are entitled to accrued paid holidays, equivalent to four weeks paid leave in a complete holiday year. You will accrue your holidays at one twelfth of your annual holiday entitlement. This is the entitlement for full-time employees; part-time employees will accrue a pro-rata rate entitlement.

For other terms and conditions applying to annual holidays, holiday pay and procedures, please refer to the Employee Handbook.

Holiday Pay: Your holiday pay is calculated using your basic weekly rate of pay.

Public / Bank Holidays: The company recognises the following days as Public / Bank Holidays:

New Year's Day	Last Monday in May
Good Friday	Last Monday in August
Easter Monday	Christmas Day
First Monday in May	Boxing Day

Should any of these days fall during your employment with us and you are normally contracted to work on that day but are not required, you will be paid as normal. If you are required to work on one of the above days, you will be paid at your normal basic rate for all hours worked.

Company / Statutory Sick Pay: Entitlement to payment for absence due to sickness or injury will be according to the terms and conditions stated in the Employee Handbook. Your entitlement to statutory sick pay will be governed by eligibility in accordance with current regulations.

Notice of Termination: This contract is terminable with one week's notice by either party.

Section C

Disciplinary Rules and Procedures: The disciplinary rules and general notices that apply to your employment are shown in the Employee Handbook to which you should refer.

Disciplinary Appeals Procedures: The disciplinary rules and procedures, which form part of the contract of employment, incorporate the right to appeal in the event of any disciplinary action taken against you. If you wish to appeal you should apply to the [*insert role, e.g. Chief Officer*] within five working days of the decision about which you are complaining. Further information can be found in the Employee Handbook.

Grievance Procedure: It is important that, if you feel dissatisfied with any matter relating to your work, you should have an immediate means of resolving the grievance. If you feel dissatisfied with any matter during the course of your employment, you should raise the grievance with the line manager. Further information can be found in the Employee Handbook.

Collective Agreements: There are no collective agreements affecting your terms and conditions of employment.

You will be notified of any changes or amendments to this statement within one month of the changes being made.

For and on behalf of the employer

I acknowledge receipt of this statement

[INSERT SIGNATURE]

[INSERT SIGNATURE]

.....

..... (Employee)

Date:

Date:.....

Volunteer Agreements

If your organisation is not in a position to be able to pay people for the time they spend coaching for you, a Contract of Employment will not be necessary. However, you may want to consider using a Volunteer Agreement, as this clarifies what commitment both the coach and the organisation can expect from each other.

Volunteer Agreements are not intended to be legally binding documents and should simply be used as guidelines for both parties. An example is given on the next page.

Payment of Expenses: Some organisations pay their volunteers expenses to cover any costs they have incurred which are directly related to their volunteering, i.e. travel to and from the place of volunteering, meals taken while volunteering, postage / phone calls etc., childcare costs incurred while volunteering, and any specialist clothing / equipment needed while volunteering. This might also include covering the cost of training courses and related travel / accommodation expenses.

We fully recommend that this takes place wherever possible, as it supports the volunteer coach and provides them with some recognition for the time they donate to the organisation. However, both the organisation and the volunteer coach need to be aware that there may be tax implications, as outlined below.

In general, where the expenses paid by the organisation are no more than the actual out-of-pocket expenses incurred by the volunteer coach, there is no tax liability. However, if a volunteer coach is given a lump sum to cover their expenses and 'a bit extra as a thank you', or if they are given funding towards training that is not directly relevant to their volunteer role, they could be liable for tax on the full amount. It is good practice for the volunteer coach to give copies of receipts for all expenditure to the relevant person within the organisation, and for the organisation to keep records of all payments in case of any queries from HM Revenue and Customs.

Further information relating to volunteers, including recommended mileage rates, can be found on the Volunteering England website, www.vounteering.org.uk.

SAMPLE VOLUNTEER AGREEMENT

Based upon examples produced by Sport England and sports coach UK



If you require examples of the documents mentioned below (e.g. Child Protection Guidelines, Equity Policy etc.) please contact your County Sports Partnership (see page 106).

Volunteers are an important and valued part of *[INSERT NAME OF ORGANISATION]*. We hope that you enjoy volunteering with us and feel a full part of our team.

This agreement tells you what you can expect from us and what we can expect from you. We aim to be flexible, so please let us know if you would like to make any changes, and we will do our best to accommodate them.

We, *[INSERT NAME OF ORGANISATION]* will do our best to:

- Introduce you to how the organisation works and your role in it
- Provide you with a role description and a full explanation of your duties / responsibilities, including the days / times when we would like you to volunteer within the organisation
- Organise regular meetings between you and your manager so that you can tell us if you are happy with how your work is organised and get feedback from us. Your manager's name is *[INSERT NAME]*
- Where possible, meet the costs of / provide funding towards [delete as appropriate] any relevant training needs
- Respect your skills, dignity and individual wishes and do our best to meet them
- Consult with you and keep you informed of possible changes that will affect you
- Insure you against any injury you suffer or cause due to negligence while you are volunteering for us
- Provide a safe workplace
- Apply our equal opportunities / equity policy
- Apply our complaints procedure where appropriate
- Provide you with the following documents
 - Safety Guidelines
 - Codes of Conduct
 - Equal Opportunities / Equity Policy
 - Child Protection Guidelines

All coaches working within *[INSERT NAME OF ORGANISATION]*, whether in a paid or voluntary capacity, are encouraged to work to high standards and adopt recognised best practice where possible. In addition to their own standards of practice, coaches should be aware of and adopt *[insert name of organisation]*'s own:

- Safety Guidelines
- Codes of Conduct
- Equal Opportunities / Equity Policy
- Child Protection Guidelines

I, *[INSERT NAME OF COACH]*, am familiar with the above standards of practice and agree to follow them to the best of my ability. In addition to this, I agree to give as much notice as possible whenever I am unable to attend a session that I am expected to be at. I accept the responsibilities outlined in my Role Description.

Signed:

Date:

PAYMENT GUIDANCE

At present, there are no nationally-standardised rates of pay for coaching staff. Therefore, the aim of this next section is to put a scaled structure in place, which gives organisations a degree of flexibility for what they wish to pay their coaches due to budget restrictions and supply / demand issues.

The nature of the proposed structure shown below means that coaches are being rewarded and recognised for the role that they are undertaking (i.e. assistant or head coach) and the level of qualification that they have achieved in their sport.

Recommended Pay Scales

Please note these are recommended hourly rates of pay and are gross amounts before deductions such as tax or National Insurance have been taken into account:

	ASSISTANT COACH	HEAD COACH	TOURNAMENT (Half Day)	TOURNAMENT (Full Day)
ACTIVITY LEADER (TOPS / CSLA)	£4 - £8*	N/A	£25	£50
LEVEL ONE COACH	£6 - £10	£11 - £15**	£25	£50
LEVEL TWO COACH	£8 - £12	£13 - £17	£25	£50
LEVEL THREE COACH	£10 - £14	£15 - £19	£25	£50

* Please see overleaf for information on the National Minimum Wage

** Please contact the relevant National Governing Body to check if the Level One Coaching qualification in question enables a coach to lead a session.

For Local Authorities:

Local Authorities normally tend to pay an additional payment of 7% of the hourly rate of pay in lieu of holiday accrued, in accordance with European Working Time Directives. The rate of pay is updated on April 1st each year by a cost of living award according to the nationally-agreed settlement for Local Government staff.

For Full-Time Coaching Positions:

The general recommendation for the Community Sports Coach Scheme (a government-funded scheme employing coaches throughout the country) is that coaches in full-time employment should be paid between £16,000 and £24,000 per annum. However, most full-time coaches in Cambridgeshire and Suffolk will tend to be appointed at the lower end of this scale in line with National Governing Body guidelines.

For Part-Time Coaching Positions:

Any coach working less than 35 hours per week is classed as 'part-time'. Payment for part-time positions should be worked out on a pro-rata basis of the above full-time scale, using the number of hours worked out of a 37 hour maximum working week.

Tax and National Insurance:

A number of changes have taken place in UK and European employment law in recent years, which have raised the profile of part-time employment and required employers to provide part-time employees with the same type of provisions as full-time employees. An organisation can no longer issue a cheque to a coach at the end of an activity and absolve itself of tax responsibilities etc. by saying that the person who did the work was self-employed and will declare all themselves. A number of organisations have found this out the hard way! To make sure your organisation does not get caught out, please contact HM Revenue and Customs (contacts on page 106) for further clarification.

Don't forget the National Minimum Wage!

The Government has recently announced an increase to the National Minimum Wage rates, which took place in October 2006. The new rates are as follows:

- Main (adult) rate for workers aged 22 and over - £5.35 per hour.
- Development rate for workers aged 18-21 inclusive - £4.45 per hour
Note: The Development rate can also apply to workers aged 22 and above during their first six months in a new job with a new employer and who are undergoing accredited training.
- Young Workers rate for workers aged 16 and 17 - £3.30 per hour
Note: 16 and 17 year old apprentices will be exempt from the new young workers rate.

Source: www.dti.gov.uk/employment/pay/national-minimum-wage/index.html

BENEFITS PACKAGE

Although one of the main rewards of coaching is personal satisfaction, everyone likes to be given visible rewards and recognition for what they do. Even if you are not in a position to pay your coaches for their time, you may be able to offer them various other benefits to make them feel appreciated and valued.

Although the benefits you may be able to offer your coaches will vary depending on the size of your organisation, possible benefits may include:

- **Travelling or other expenses** (see page 73)
- **Training subsidies** – money towards sport-specific qualifications or generic course (i.e. First Aid, Sports Psychology etc.)
- **Clothing** – i.e. waterproofs, sweatshirt, polo shirt etc. to wear while coaching. This could be branded with your organisation's logo
- **Sports equipment** – i.e. their own set of balls, cones etc. to use while coaching
- **Other coaching-related equipment** – i.e. stopwatch, clipboard, bag, water bottle etc. to use while coaching. Again, these could be branded with your organisation's logo
- **Books / videos etc.** – to help with their professional development. Some larger organisations may be able to set up 'resource libraries' which all their coaches can access
- **Local discounts** – negotiated with local sports shops, sports injury clinics, gyms, leisure centres etc.
- **Free / subsidised club membership** – if you are a sports club you may wish to waive membership fees for coaches
- **Free / subsidised coaching association membership** – where a relevant one exists
- **Free / subsidised sports coach UK membership** (which includes insurance)
- **Access to a web-based coaching forum** – where coaches can share ideas / opinions
- **Mentoring opportunities** – link coaches with mentors who will support coaches with their development
- **Awards ceremonies** – either held within your organisation, or why not nominate your coach(es) for other local / national awards?
- **Newsletters** – keep your coaches informed of what is going on within your organisation
- **Free / reduced price access to a relevant coaching conference** – some National Governing Bodies / County Associations and other organisations run these for their coaches
- **General support** – i.e. Personal Development Plans (see pages 92 to 102).

These are ideas based upon what various local organisations are able to offer their coaches. However, this list is not exhaustive, and you will probably find your coaches have many more suggestions to add!

Please note that, as long as the benefits you offer to coaches are directly related to helping them to carry out their role within your organisation more effectively and developing their skills as a coach, there should not be any tax implications. However, if

coaches are offered benefits that are not directly related to their volunteering role, i.e. free tickets to national sporting events, then these may be taxable. We recommend that you contact HM Revenue and Customs for further information (see page 106 for contact details).

INDUCTIONS

Once you have appointed a coach, we recommend that you complete an Induction with them. The idea of an Induction is to introduce a coach to the organisation and to clarify their role and what is expected of them. By using a standard induction process, you can ensure that all coaches used by your organisation are given the same information and that it covers everything relevant to their position. The person best placed to carry out an induction would usually be the coach's Line Manager (if employed) or the organisation's Coach Manager / Co-ordinator (if voluntary).

Some of the items suggested here may have already been covered within contracts / volunteer agreements or in an Employee Handbook, and not all may be relevant in every situation. Also, it may not be appropriate to carry out the complete induction during a single session and it may actually take a couple of weeks for everything to be covered. However, we recommend that all appropriate items below are covered as soon as possible once a coach takes up their post.

Overleaf are two induction documents:

Sample Induction Checklist

This is a list of everything that should be covered during an induction if not already covered elsewhere. Some items will simply be a verbal explanation, some will require the coach to be given related paperwork / written information.

Sample Induction Guidelines

This gives more details about what should be covered under each induction item.



If your organisation would like more information about any of the items / documents mentioned in the Induction Guidelines, please contact your County Sports Partnership (see page 106).

SAMPLE INDUCTION CHECKLIST

The items listed below are suggestions for what can be covered in an induction. Not all of the items will be relevant in every situation, but we recommend that, as a minimum, you consider covering something from each of the six main headings.

Club / Organisation: _____ Name of Coach: _____

Tick when covered

Organisation Overview

1	Introduction to the organisation	
2	Explanation of line management arrangements	
3	Introduction to key people within the organisation	
4	Explanation of how the coach's role fits in with other personnel	
5	Contact details for relevant individuals / organisations	

Employment Information

6	Payment procedures, including expenses	
7	Familiarisation with all aspects of the contract / Employee Handbook or similar	
8	Benefits Package	

Post Overview

9	Clarification of the post	
10	Insurance cover	

Administration

11	General administration arrangements	
12	Accident / incident reporting procedures	
13	Other necessary paperwork / record keeping	

Policies

14	Organisation's Code of Conduct for Coaches	
15	Organisation's Child Protection Policy and reporting procedures	
16	Organisation's Equity Policy	

Training and Development

17	Explanation of appraisal procedures	
18	Completion of Training Needs Analysis / Personal Development Plan	
19	Minimum Operating Standards requirements	
20	Information about local courses	

Signed (Line Manager): _____ Date completed: _____

By signing this, you are stating that you are happy with the level of information you have received relating to the above, and that you agree to follow the policies listed under points 14-16 when coaching for this organisation.

Signed (Coach): _____

We occasionally receive requests from other coaching providers (e.g. leisure centres, schools etc.) asking us to recommend coaches, often for paid opportunities. If you would like us to pass on your details to such coaching providers upon request, please tick here ☐

SAMPLE INDUCTION GUIDELINES

1. Introduction to the organisation

The Inductor should explain the role of the organisation, some background information about its history, general facts and figures etc.

2. Explanation of line management arrangements

The coach should be clear about who they are responsible to / who to go to with queries or concerns, including procedures if the usual line manager is unavailable i.e. on annual leave / sick leave etc.

3. Introduction to other key people

The coach should be introduced to other relevant people within the organisation, and have their roles explained, i.e. management, other coaches / team managers, committee members etc. It may also be appropriate to introduce the coach to key people within other partner organisations.

4. Explanation of how the coach's role fits in with other personnel

Inform the coach of how they fit in to the organisation's structure, i.e. are there other coaches fulfilling similar roles, are there Head Coaches that the coach can turn to for advice or is the coach expected to fulfil that role for less experienced coaches? Also, how should they liaise with team managers, other members of the organisation etc.?

5. Contact details for relevant individuals / organisations

The coach should be provided with contact details for anyone that might be relevant to their post, i.e. their line manager, other key individuals within the organisation, the National Governing Body, the County Association, the County Sports Partnership etc.

6. Payment procedures, including expenses

Explain how the coach's wages will be paid, and also the procedures for claiming back any expenses / information on what can be claimed for (i.e. mileage, phone calls etc.).

7. Familiarisation with all aspects of the contract / Employee Handbook or similar

Ensure the coach is familiar with all aspects of their contract or the Employee Handbook, i.e. holiday entitlement, arrangements for annual / sick leave, probationary period, hours of work, time sheets etc.

8. Benefits package

Ensure the coach is fully aware of what benefits they will receive through this post (see page 77 for further information).

9. Clarification of the post

Ensure the coach is clear about what their roles and responsibilities are and what their ongoing work programme will contain, referring back to their Job Description.

10. Insurance cover

The coach *must* have adequate insurance cover at all times. If the coach will be covered under the organisation's insurance, make sure they are given clear information about the limits of this cover, i.e. whether it includes Public Liability / Personal Accident cover, whether it covers the coach in all situations / locations etc. Some coaches may have individual insurance through their National Governing Body (see pages 66 to 68 for further information) or otherwise, comprehensive cover can be obtained through **sports coach UK** membership (see www.sportscoachuk.org for more information / prices).

11. General administration arrangements

Inform the coach of the arrangements for photocopying, stationary, phone calls, IT access etc.

12. Accident / incident reporting procedures

Organisations should have official procedures for keeping records of any accidents or other incidents. The coach should be familiar with these, including the procedures for informing parents / guardians if their child has had an accident, and who needs to receive the information within the organisation.

13. Other necessary paperwork / record keeping

The inductor should make sure the coach is familiar with all forms of record keeping / paperwork which they are required to complete and also the procedures for passing this information on to the relevant people within the organisation. This information could include: long term planning, session plans, session registers, emergency contact details / medical / equity information for participants etc.

14. Organisation's Code of Conduct for Coaches

Each organisation should have a Code of Conduct for Coaches, which outlines expected standards of practice. Some National Governing Bodies produce these, as does **sports coach UK**. The inductor needs to ensure the coach is fully aware of the content of the Code of Conduct, and that they will be expected to follow the guidelines it contains.

15. Organisation's Child Protection Policy and reporting procedures

Each organisation should have a Child Protection Policy and standard procedures for recording / reporting concerns. Most National Governing Bodies have versions, which organisations can adopt where appropriate. The inductor needs to ensure the coach is fully aware of the content of this Policy and of the reporting procedures / forms, including who the nominated person is for reporting concerns / getting advice, and alternative contacts (i.e. Social Services) if the nominated person is unavailable.

16. Organisation's Equity Policy

Each organisation should have an Equity Policy that outlines the organisation's commitment to equal opportunities and to encouraging participation from under-represented communities. Some National Governing Bodies have versions that organisations can adopt. The inductor needs to ensure the coach is fully aware of

the content of this Policy, and that they will be expected to follow the guidelines it contains.

17. Explanation of appraisal procedure

Every coach, whether employed or a volunteer, should receive support to help them develop their skills and be given the opportunity to voice their opinions about their role and development within the organisation. Depending on the size of the organisation they are involved with, this may vary from an occasional informal chat to a formal six-monthly meeting following a set format. The inductor will need to ensure the coach is aware of the appraisal procedures the organisation uses, and we recommend that organisations use the following methods or similar:

18. Completion of Training Needs Analysis / Personal Development Plan

Completing a Training Needs Analysis and Personal Development Plan with a coach helps both the coach and their manager to identify the coach's current strengths and weaknesses, and their development targets. It also provides the opportunity for identifying what support the coach will need to achieve these targets and whether there are any training requirements. More information about this can be found on pages 92 to 102.

19. Minimum Operating Standards requirements

Many organisations have certain training they require all coaches to receive, i.e. child protection training, first aid etc. If this is the case, the Inductor should make sure the coach is fully aware of these requirements, of how to access these courses, and of the length of time they are expected to complete this training within. More information about this can be found on page 84.

20. Information about local courses

The coach should be given information about any relevant courses taking place locally (or further afield if appropriate). This may include information about National Governing Body qualifications or courses required under the organisation's Minimum Operating Standards or general-interest workshops. For information about generic workshops taking place locally, contact your County Sports Partnership (see page 106 for contact details). This should link in to any training requirements identified through the Training Needs Analysis / Personal Development Plan, and reference should be made to any funding available through the organisation as part of its benefits package.

MINIMUM OPERATING STANDARDS

‘Minimum Operating Standards’ are requirements which apply to all coaches, regardless of their level of qualification or their sport and which are seen as the basic standards a coach needs to meet to be able to carry out their role safely and effectively.

The following are recommended Minimum Operating Standards, which coach employers should ensure their coaches meet and conform to. Voluntary organisations should ensure their coaches meet as many of the standards as possible.

- All coaches must be qualified to the level recommended by their National Governing Body to fulfil the specified role
- All coaches must be profiled and registered on an appropriate coach database. Profiling involves collating information on a coach’s experience and qualification. **sports coach UK** have produced a Coach Profile form specifically for this purpose, and are also implementing a national internet-based coach database. For more information contact your County Sport Partnership (see page 106)
- All coaches must hold adequate professional indemnity and public liability insurance to cover their coaching role, either themselves or through the organisation (see pages 66 to 68)
- Any person who is likely to have contact in any capacity with children or vulnerable adults through their coaching must be screened in accordance with *all* the recommendations in the Screening section (pages 48 to 65)
- All other coaches must be screened in accordance with the *relevant* recommendations in the Screening section (pages 48 to 65)
- All coaches must agree to abide by the child protection procedures of the organisation
- All coaches must agree to abide by the organisation’s Code of Conduct for Coaches
- All coaches must agree to abide by the organisation’s Equity Policy
- All coaches who have not already done so should attend the following courses within six months of commencing employment:
 - Recognised Child Protection training – training provided by **sports coach UK**, a Local Safeguarding Children Board, the Football Association, All England Netball Association, British Gymnastics or the Safeguarding Children Partnership’s ‘SAFE’ training
 - Recognised Equity Awareness training (**sports coach UK**’s ‘Equity in your Coaching’)
 - Recognised Disability Awareness training (sports coach UK’s ‘How to Coach Disabled People in Sport’ or ‘Coaching Disabled Performers’ or the English Federation of Disability Sport’s ‘Including Disabled Pupils in PE’ course)
- All Head Coaches / Lead Persons should have or be willing to undertake a First Aid qualification appropriate to the activity being led
- For coaches working in a school environment, attendance on an education awareness course is also considered to be an important part of the coach’s development.



For information on the latest courses running in your area, please contact your County Sports Partnership (see page 106).

DEPLOYMENT OF COACHES

Once a coach has been employed by an organisation, careful consideration has to be given regarding how they are deployed (what work they actually do).

The deployment focus of the coach can be varied, including:

- Sport specific
- Multi-skill or multi-sport
- Physical activity and health
- Working with excluded young people
- Working with people with disabilities

The coach can also be deployed into different environments:

- Curriculum time
- Extra-curricular school activities
- Within a club setting
- In other community settings

The age and level of ability of the performers that the coach is required to coach should be based on the qualifications, experience and skills of the coach. This is to ensure that the coach is 'fit for purpose' to meet the needs of the performers. Likewise it is important that the needs of the coach in terms of their personal development are also met. This can be ascertained through conducting a Training Needs Analysis with the coach and helping them to complete a Personal Development Plan (see pages 92 to 102) as part of the induction process.

Before being deployed on any activity, the coach should be given the following information:

- Activity location and timings
- Information on other coaches working on the activity
- Dress code
- Equipment required / provided, and information on where it is stored
- Information on what to check prior to the activity
- Minimum Operating Standards for the activity
- Risk Assessments on staff / participants and the facility
- Incident / Accident reporting procedures, including appropriate forms
- Any other Health and Safety information, including First Aid, evacuation procedures etc. as appropriate
- Session Objectives / Training Programmes / Plans
- Information on registration and collection procedures
- Cancellation procedures
- Code of conduct and evaluation forms for participants
- Information on the group:
 - Register of who should be attending
 - Age of group
 - Ability levels of group
 - Special Needs / Disabilities
 - Medical Details
 - Emergency contact information

Prior to deployment the coach should have attended an induction session, where all the administrative policies and procedures of the organisation will have been explained (see pages 79 to 83).

COMPETENCY CHECKS

It is recommended that coach managers watch and observe their coaches on a regular basis in order to ensure that their coach is providing a safe, quality session and to assist the coach in their own development. This will provide an opportunity for both parties to measure progress and to identify strengths and weaknesses.

On the page overleaf, a competency checklist can be found. It is important to highlight that this is a tool to improve and assist coaches not to discourage or de-value them; it is vital that this is carried out in a supportive way (i.e. the coach doesn't feel he / she is 'sitting an exam'), and a review of the session should be done with equal input from the coach and the coach manager.

SAMPLE COACH COMPETENCY FORM

Coach:

Date:



Area of Craft Knowledge (How to Coach Skills)	Y / N / ?	Comments and Evidence
CONTROL / ORGANISATION – Does the Coach:		
Produce a session plan that reflects the needs of the group?		
Check the facility?		
Check the equipment?		
Enquire about location of first aid equipment / first aider?		
Arrive early and set up, take the register?		
Outline the aims of the session/ learning outcomes & reinforce at the end of the session?		
Include a suitable warm up & cool down?		
Maximise participation at all times?		
Use space effectively?		
Provide a safe learning environment?		
COMMUNICATION – Does the Coach:		
Present themselves appropriately (e.g. dress)?		
Introduce themselves and welcome participants?		
Give clear & concise instructions?		
Ensure that instructions are fully understood?		
Vary tone & pitch of voice?		
Have positive body language?		
Use language appropriate to the participants?		
DEMONSTRATIONS – Does the Coach:		
Provide appropriate/ effective demonstrations?		
Identify key coaching points (emphasise no more than 1 or 2 points)?		
Vary those participants providing the demonstrations?		

Area of Craft Knowledge (How to Coach Skills)	Y / N / ?	Comments and Evidence
POSITIONING – Does the Coach:		
Ensure all participants can see demonstrations & hear the coach?		
Position him/herself to allow observation of all participants?		
Ensure participants are not distracted by other activities?		
MOTIVATION – Does the Coach:		
Make the session FUN?		
Offer appropriate praise & highlight why this is deserved?		
Demonstrate enthusiasm and encourage all participants?		
Vary activities to maintain participants' interest?		
STAGES OF LEARNING - Does the Coach:		
Understand the needs of the group they are working with?		
Ensure that activities are appropriate to the participants' abilities/ skill level/ physical maturity?		
Use appropriate equipment for the age/ size/ ability of the group or individual?		
Group/ pair participants according to task?		
Monitor the overall performance against the aims set?		
Provide relevant feedback?		
Advise & correct technique as required?		
Break up the task/ skill into more achievable segments?		
PROGRESSIONS - Does the Coach:		
Identify weaknesses and establish strategies for improvement?		
Differentiate task/ skills based on the ability of the participants?		
Set up activities with appropriate progressions?		
Encourage participants to set their own goals?		

Area of Craft Knowledge (How to Coach Skills)	Y / N / ?	Comments and Evidence
QUESTIONING - Does the Coach:		
Use 'questioning' to test participants' understanding?		
Use 'questioning' to encourage participants to problem solve & improve their decision making?		
Use appropriate open & closed questions to stimulate positive involvement of all participants?		
RELEVANCE - Does the Coach take into consideration:		
Different levels of ability?		
Special educational needs?		
Medical needs?		
Age and size of participants?		
Level of confidence of participants?		
Gender mix?		
Does the coach ensure participants perceive the relevance of the task?		
COACHING STYLES - Does the Coach:		
Develop a professional approach when working with participants avoiding undue familiarity?		
Value, care and respect all participants?		
Seek & listen to contributions from participants?		
Allow 'guided discovery' through selecting activities that enable participants to offer their own solutions to problems?		
Use a combination of 'telling', 'showing' & 'asking'?		
Show an awareness of learning styles by using a combination of visual, auditory & kinaesthetic coaching methods?		
BEHAVIOUR MANAGEMENT - Does the Coach:		
Gain the attention of all participants throughout?		
Ensure participants are engaged, not bored or over stretched?		
Ensure participants are well behaved & attentive?		
Have effective strategies to control the participants?		
Promote the principles of fair play at all times?		

Recommendations for support / improvement

APPRAISALS

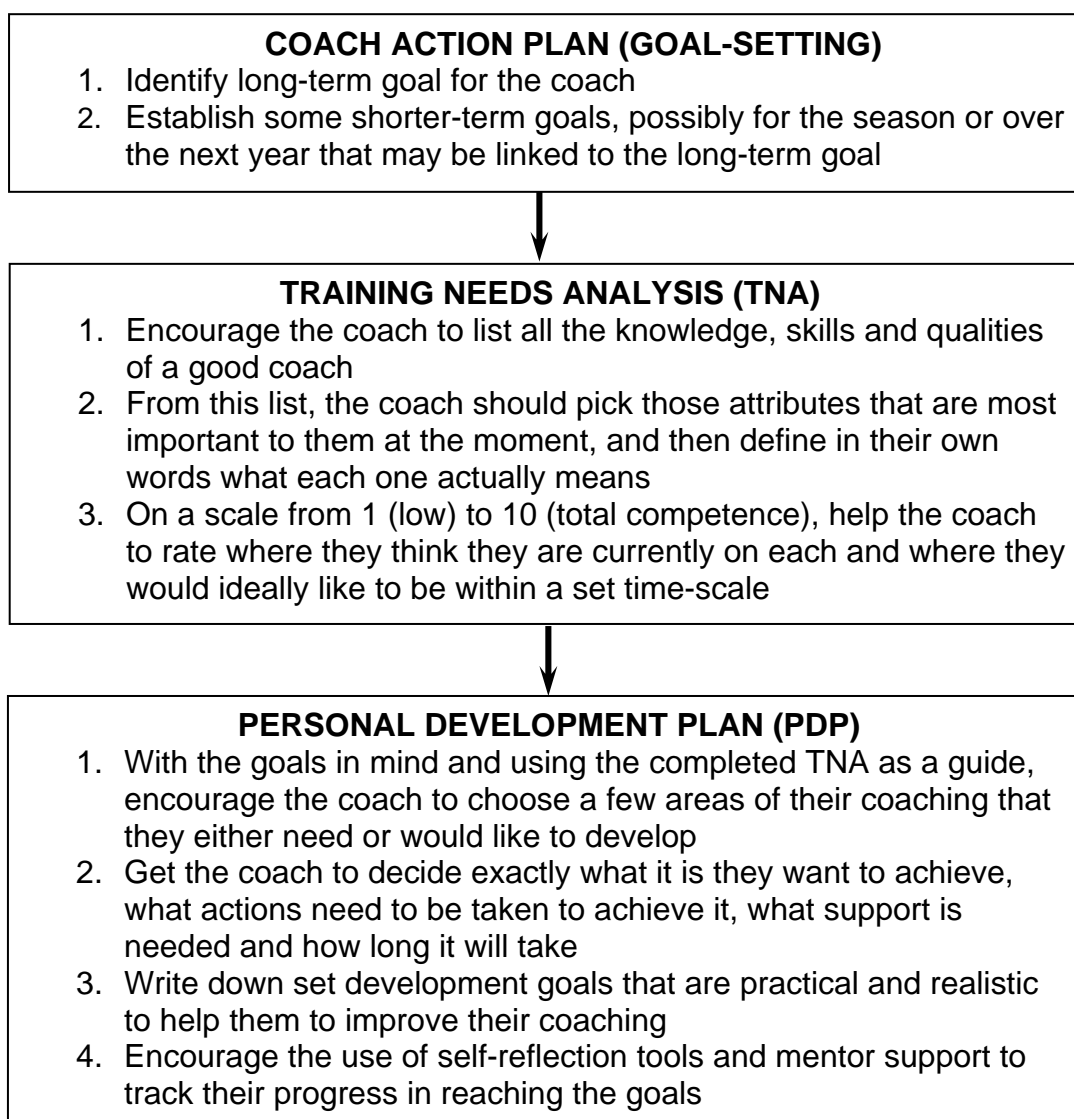
The following guidance notes have been adapted from the draft coaches CPD folder

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As in other fields of work, it is important for coaches to have access to appraisals or annual reviews to enable them to reflect on and to set goals for their coaching performance.

The process outlined below allows coaches to create a flexible 'contract' to commit to their own development. It will help to identify what action needs to be taken to develop and improve, what support is required, what barriers may be encountered and a timescale for completion. The Coach Manager can use the process to help coaches identify where they are now and where they would like to be in the future. The diagram below gives a simple illustration of the process.



The Coach Action Plan - Goal Setting

It is important for the coach to reflect on what motivates them to coach. Ask them to think about why they coach, and once you have established this, get them to think about what aspirations they may have (long-term goal).

Once the coach has identified a long-term goal, encourage them to think about what they would like to achieve this year or this season (medium-term goal), which may well link to the long-term goal.

Example of a completed Coach Action Plan:

Coach Action Plan	
<p>Coach Name: James Brown</p> <p>Sport: Rugby</p> <p>Preferred Contact Details: james.brown@hotmail.com</p>	<p>Current Qualifications: Level 1</p> <p>Current Coaching Placement: Boewood U11s</p> <p>Date: 5/11/04</p>
<p>1) What motivates you to coach?</p> <p><u>Seeing the development of my players over the course of a season in terms of both their ability and confidence on and off the field</u></p>	
<p>2) Identify a long- term goal for your coaching</p> <p><u>To coach representative rugby in the next 2 years</u></p>	
<p>3) Identify a medium-term goal(s) for your coaching (i.e. for this season)</p> <p><u>To support my players to perform to their peak ability</u></p>	
<p>Next review:</p>	

The Training Needs Analysis (TNA)

The TNA process helps the coach to reflect on their current coaching practice, identifying strengths and areas for improvement. It can then be used to form the basis of the Personal Development Plan. TNA is an ongoing process, as a coach's perceptions may change as their coaching develops. It is important, therefore, to arrange to review the TNA at agreed intervals.

On the next few pages are instructions and examples of the two TNA forms. The role as the Coach Manager is to ensure that the coach makes the most effective use of these forms by clarifying, questioning and, where necessary, challenging the coach's thinking.

The benefits of the TNA process include:

- It helps to develop empathy between the coach manager and the coach
- It helps to ensure that the support offered by the coach manager is relevant to the coach's expressed needs
- It is a further opportunity for goal-setting
- It forms the basis for a Personal Development Plan for the coach.

Workshop Support:

- To learn more about analysing coaching performance, coaches can attend a sports coach UK 'Analysing your Coaching' workshop.

Example of TNA (Stage One):

QUALITIES OF A COACH

In the table below, list all the qualities you believe are required by a good coach. There are some examples already provided.

	QUALITIES		
KNOWLEDGE	Tactical		
	Of the sport		
	Coaching systems		
COACHING SKILLS	Communication		
	Planning		
	Adapting sessions		
PERSONAL QUALITIES	Committed		
	Organised		
	Motivated		

Example of TNA (Stage Two):

SAMPLE TRAINING NEEDS ANALYSIS

Using the list created and a mentor to support her, the coach in the example below has decided what she thinks are the most important qualities needed to reach her long-term goal. She has then defined the quality in her own words and rated her current performance in each area from 1 (poor) to 10 (total competence) by shading up to the appropriate number. Lastly, she has ringed where she would like to be in order to achieve her short-term goal.

QUALITY	DEFINITION	RATING (circle or shade)
LTAD Knowledge	How athletes develop and how to adapt my coaching according to their stage of development.	1 2 3 4 5 6 7 8 9 10
Child Protection Knowledge	Make sure that everything I do with my athletes is done in a safe & appropriate environment.	1 2 3 4 5 6 7 8 9 10
Tactical knowledge	Knowledge of positional play, how to create overlaps etc..	1 2 3 4 5 6 7 8 9 10
Communication Skills	Communicating effectively and positively with my athletes (verbally & non-verbally).	1 2 3 4 5 6 7 8 9 10
Preparation / Planning Skills	Always planning for sessions and competition with contingencies if things don't go to plan. Arriving early to make sure everything is ready for the athletes when they arrive.	1 2 3 4 5 6 7 8 9 10
Demonstration Skills	Demonstrating at a level achievable for my athletes (Don't show off!). Demonstrating from different angles and perspectives.	1 2 3 4 5 6 7 8 9 10
Positive Role Model	Appearance and behaviour, including language, at all times. Always be enthusiastic & dedicated.	1 2 3 4 5 6 7 8 9 10
Fair	Treating everyone the same and giving all the athletes equal attention & opportunities.	1 2 3 4 5 6 7 8 9 10
Physiology Knowledge	Knowledge of physical capabilities of 11 year children, fitness, strength & structure & function of the human body	1 2 3 4 5 6 7 8 9 10
Sports Psychology Knowledge	Knowledge of motivation, focusing players, team building, & Emotional control	1 2 3 4 5 6 7 8 9 10
Analytical Skills	Being able to recognise correct and incorrect performance	1 2 3 4 5 6 7 8 9 10
Technical Knowledge	Knowledge of the game, correct positional postures e.g. front row, individual techniques required to carry out tactics	1 2 3 4 5 6 7 8 9 10

Select two qualities you recognise as needing the most development

Quality 1) Communication Skills

How will you improve your rating in this quality?

By ensuring that I vary my communication style with my performers. I will review using a coaching diary and identify further ways to improve. In a months time I will ask my mentor to evaluate my coaching using a checklist to measure for improvement

Quality 2) Sports Psychology Knowledge

How will you improve your rating in this quality?

Attend the scUK workshop 'Motivation and Mental Toughness' on 11th December 2004

Next Review: 15th December 2004

The Personal Development Plan (PDP)

By this stage, you should have helped the coach to think about their goals and to analyse their current practice. This will enable them to identify their strengths and areas for development to use in the PDP process. Alternatively, the coach may want to improve areas that are particularly important or relevant to them.

The PDP will help to set development goals that are practical and realistic, and will provide the coach with a framework to identify what they need to do to achieve these goals. The 'Goal for Season' should be taken from the Coach Action Plan, and the first two Short Term Goals should be taken from the TNA.

When setting coaching goals, it is important that the goals can be considered as being 'SMARTER'. This means that they are:

Specific – directly relevant to the coach's needs

Measurable – can be measured and assessed

Acceptable – achievable in the coach's eyes

Realistic – challenging but achievable

Time-phased – have timescales by when they should be achieved

Exciting – the coach should be inspired by the goal

Recorded – written down to be referred back to

Example of a completed Personal Development Plan:

Goal for season		Short Term Goal	Actions	What support do you need	By when?	Measurement
To support my players to perform to their peak ability	Identified from TNA process (Skills developed)	Improve Communication Skills from 5 – 8	Use Coaching Log to analyse my communication skills Use check list to ensure that I vary my communication with Players	Mentor to assist in assessing my communication skills	Oct 04	Through Coaching Log and self assessment on TNA Review
		Sports Psych Knowledge from 2-6	Read Applied Sports Psych Book by ...	Mentor to help me find ways to apply knowledge	Dec 04	Through TNA review and communication with Mentor
	Gaps in Experience (Experience Needed)	Level 2 Qualification	Attend Level 2 course		Oct 04 course	Passing course
		Coach 1 st XV at club	Speak to coach Manager apply for vacancy of post	Coach Managers support in application	2 nd Sept 04	Awarded Post
	Potential Barriers	Time constraints	Organise & prioritise my commitments	Mentor to talk through my prioritise	6 th Sept 04	Ability to achieve goals with out effecting my work commitments
		Cost of course	Apply for funding from my club	Club support for funding	26 th Aug 04	Achieve financial support from club

Implementation of the Personal Development Plan

Depending on the content of the PDP, tailored support to meet the individual needs of the coach should be arranged. This could include:

- Local network of support to assist the coach to achieve PDP – Coach manager, mentor, **sports coach UK** Coach Development Officer or signpost to appropriate personnel
- Coach placement / practice in appropriate environment
- Provision of mentoring
- Coach education /training - Signpost to appropriate training
- The coach should be encouraged to record all the training and personal development activities they undertake on a *Personal Development Record Sheet* (see page 102).

Workshop support:

- Coach manager or coach to identify appropriate mentors and ensure they attend a **sports coach UK** 'Guide to Mentoring Sports Coaches' workshop.

Reviewing the Personal Development Plan

- This should be seen as a cyclic process with the coach continually reflecting on their coaching practice, identifying new areas for development, action planning the appropriate changes and then implementing them
- The coach should be encouraged to review and update their PDP on a 3 or 6-month cycle, as this will ensure 'actions' are SMARTER. The coach can do this independently, but should forward a copy of the updated PDP to their coach manager
- The PDP can then be formally reviewed on a 6-monthly or annual basis as part of the appraisal / annual review process.

Key Messages

- The TNA & PDP process will support coach managers in developing coaches who are '**fit for purpose**' and coaches who meet the needs of the appropriate player pathway. It will also ensure coach managers can focus resources to support the development of their coaches to the best benefit of their performers
- Taking time to focus on Continuous Professional Development with coaches can be very motivational to the coaches and also help form greater working relationships
- The process can highlight the power of mentoring and team coaching; it can be used to develop a mentoring programme to support the needs of a team of coaches.

A collection of sports coach UK workshops under the title of 'Managing Coaches' are available for County Sports Partnerships to host based on local need. For further information contact your County Sports Partnership (see page 106).

Blank templates of all the forms mentioned in this section can be found overleaf.



SAMPLE COACH ACTION PLAN

<p>Coach Name:</p> <p>Sport:</p> <p>Preferred Contact Details:</p>	<p>Current Qualifications:</p> <p>Current Coaching Placement:</p> <p>Date:</p>
---	---

1) What motivates you to coach?

2) Identify a long-term goal for your coaching

3) Identify a medium-term goal(s) for your coaching (i.e. for this season)

Next review:

SAMPLE TRAINING NEEDS ANALYSIS (STAGE ONE) - QUALITIES OF A COACH



In the table below, list all the qualities you believe are required by a good coach. There are some examples already provided.

	QUALITIES		
KNOWLEDGE	Tactical Knowledge		
COACHING SKILLS	Communication		
PERSONAL QUALITIES	Committed		

SAMPLE TRAINING NEEDS ANALYSIS (STAGE TWO)



Using the Qualities of a Coach list, enter onto the table the most important qualities for you as a coach to reach your long-term goal. Define each quality in your own words and mark your current performance in each area from 1 (poor) to 10 (total competence) by shading up to the appropriate number. Finally, circle where you would like to be in order to achieve your goal.

QUALITY	DEFINITION	RATING (Circle or Shade)
		1 2 3 4 5 6 7 8 9 10
		1 2 3 4 5 6 7 8 9 10
		1 2 3 4 5 6 7 8 9 10
		1 2 3 4 5 6 7 8 9 10
		1 2 3 4 5 6 7 8 9 10
		1 2 3 4 5 6 7 8 9 10
		1 2 3 4 5 6 7 8 9 10
		1 2 3 4 5 6 7 8 9 10
		1 2 3 4 5 6 7 8 9 10
		1 2 3 4 5 6 7 8 9 10
		1 2 3 4 5 6 7 8 9 10
		1 2 3 4 5 6 7 8 9 10

Select two qualities you recognise as needing the most development

Quality 1) _____

How will you improve your rating in this quality?

Quality 2) _____

How will you improve your rating in this quality?

Next Review: _____

SAMPLE PERSONAL DEVELOPMENT PLAN

Goal for Season		Short-Term Goal	Actions	What support do you need?	By when?	Measurement
	Identified from TNA process					
	Gaps in Experience					
	Potential Barriers					

SAMPLE PERSONAL DEVELOPMENT RECORD SHEET



NAME:

Please use the sheet below to record all the training and personal development activities you take part in, e.g. coach education courses, coaching experience to support your development, working with a mentor, supporting other coaches / working as a mentor etc.

Date	Personal Development Activity	Length of Activity	Costs Incurred	People Involved	How the Activity Contributed to my Personal Development Goals (Refer to PDP)

EMPLOYING PEOPLE WITH DISABILITIES

One in five people of working age are ‘disabled’ under the definition used by the Disability Discrimination Act 1995 (DDA). ‘Disability’ includes many impairments and health conditions, not just the obvious ones. It is important to remember that you may not be able to identify if someone is disabled by their appearance, and that some people with disabilities may not class themselves as such.

The DDA definition of a person with a disability is someone with ‘a physical or mental impairment that has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities’. Anyone classified as ‘disabled’ under this definition is covered by the DDA.

Under the DDA, it is against the law for an employer to discriminate against a person with a disability because of their disability. This covers all areas of employment, from the recruitment process onwards. It is unlawful to subject a disabled person to the following:

- Direct discrimination (i.e. having a policy of not employing deaf people, even if they would be able to carry out the tasks of the job effectively)
- Failure to comply with the duty to make reasonable adjustments (i.e. to entrances or to equipment to ensure an employee with a disability can use them. However, the practical and financial implications of any alteration may be taken into account, hence the term *reasonable*)
- Disability-related less favourable treatment (i.e. offering training to all staff except a disabled member of staff)
- Harassment (because of a person’s disability)
- Victimisation (because of a person’s disability)

However, there is no requirement under the Act to employ someone who, even after reasonable adjustments are made, will be incapable of doing the job in question.

Although the above applies to paid employment, it is good practice to apply it to any voluntary organisations too. After all, as well as it being a legal requirement, there are many advantages to having a positive attitude about employing people with disabilities, including the fact that this will make your workforce more representative of the community it is based in. It is important not to forget that just because a person has a disability does not mean they will not possess valuable skills that will be an asset to your organisation.

Jobcentre Plus has developed a Disability Symbol as a means of recognising employers who have a positive attitude towards disability. To be able to use the symbol, organisations must demonstrate that they meet the five Commitments of the scheme:

- Commitment One – to interview all applicants with disabilities who meet the minimum criteria for a job vacancy and consider them on their abilities
- Commitment Two – to ensure there is a mechanism in place to discuss, at any time, but at least once a year, with employees with disabilities what they can do to make sure they can develop and use their abilities
- Commitment Three – to make every effort when employees become disabled to make sure they stay in employment
- Commitment Four - to take action to ensure that all employees develop the appropriate level of disability awareness needed to make your commitments work

- Commitment Five - each year, to review the five commitments and what has been achieved, to plan ways to improve on them and let employees and Jobcentre Plus know about progress and future plans

For more information or advice about the Disability Discrimination Act contact the Disability Rights Commission on 0845 762 2633 or www.drc-gb.org. For more information about the Disability Symbol, see www.jobcentreplus.gov.uk for more information and details of your nearest Jobcentre Plus office.

EXIT INTERVIEWS

It is inevitable that, eventually, an employee or volunteer will leave your organisation and move on to pastures new. When this happens, you may wish to consider carrying out an exit interview with them, which can actually form the first step in the recruitment process for their replacement.

Good exit interviews should provide useful information about the organisation and the job. Departing employees are often more likely to give a truthful response and make suggestions for how the job or organisation could be improved. The person conducting the interview should be prepared to accept criticism (although this should always be in a constructive manner) and also to listen to and implement any suggestions that may be made. The process should provide the employer with a better understanding of the good and bad sides to the specific role.

The interview should be recorded using a prepared form listing questions to be asked. Questions should be open-ended to gain as much information as possible. Some sample questions are listed below:

- What is your main reason for leaving?
- What other reasons do you have for leaving?
- What could have been done early on to prevent you from leaving?
- What has been positive about your time with us?
- What has been negative about your time with us?
- How would you describe the training and development opportunities you have had?
- How would you describe the culture of the organisation?
- Was the job description for your post a fair representation of the work you did?
- How could we improve the job description or the job itself?
- Do you have any other feedback or improvements we could make?
- Would you work for us again?

Resist the urge to defend or argue. Your role is purely to facilitate the feedback process.

The information gleaned from this process can then be used to improve the organisation or the job before the recruitment process gets underway. It may be necessary to review the entire structure of the organisation, but more commonly adjustments to the job description need to be made to better reflect the role that is actually required. You may even find that an exit interview could result in the employee not leaving as they have had a chance to voice their issues and appropriate action may then be taken.

USEFUL CONTACTS

County Sports Partnerships

LIVING SPORT (Cambridgeshire and Peterborough Sports Partnership)	www.livingsport.co.uk	01480 841559
Suffolk Sport	www.suffolksport.com	01502 523632

Local Authority Sports Development Departments

Cambridgeshire

Cambridge City Council	01223 457534
Cambridgeshire County Council	01223 718478
Cambridgeshire County Council LEA	01480 375599
East Cambridgeshire District Council	01353 616383
Fenland District Council	01354 622516
Huntingdonshire District Council	01480 388244
Peterborough City Council	01733 742545
South Cambridgeshire District Council	01954 713362

Suffolk

Babergh District Council	01473 826656
Forest Heath District Council	01638 719763
Ipswich Borough Council	01473 433505
Mid Suffolk District Council	01449 727256
St Edmundsbury Borough Council	01284 757480
Suffolk Coastal District Council	01394 444652
Suffolk County Council LEA	01473 265083
Waveney District Council	01502 523010

Other Organisations

ACAS (The Advisory, Conciliation and Arbitration Service)	www.acas.org.uk	08457 474747
CIPD (Chartered Institute of Personnel and Development)	www.cipd.co.uk	0208 6126200
CRB (Criminal Records Bureau)	www.disclosure.gov.uk	0870 909 0811
DRC (The Disability Rights Commission)	www.drc-gb.org	0845 762 2644
DTI (The Department of Trade and Industry)	www.dti.gov.uk	0207 2155000
HM Revenue and Customs	www.hmrc.gov.uk	
	Employer Helpline	0845 7143143
	National Minimum Wage Helpline	0845 6000678
NACRO	www.nacro.org.uk	0207 5826500
Sport England	www.sportengland.org	0845 8508508
sports coach UK	www.sportscoachuk.org	0113 2744802
Volunteering England	www.volunteering.org.uk	0845 3056979

National Governing Bodies

ANGLING: National Federation of Anglers	www.nfadirect.com	0115 9813535
ARCHERY: Grand National Archery Society	www.gnas.org	01952 677888
ATHLETICS: UK Athletics	www.ukathletics.net	0870 9986800
BADMINTON: Badminton England		01908 268400
	www.badmintonengland.co.uk	
BASKETBALL: England Basketball		0870 7744225
	www.englandbasketball.co.uk	

BOWLS: English Bowling Federation / English Women's Bowling Federation	www.fedbowls.co.uk	
BOWLS: English Bowling Association	www.the-eba.co.uk	01903 820222
BOWLS: English Indoor Bowling Association	www.eiba.co.uk	01664 481900
BOWLS: English Women's Bowling Association and English Women's Indoor Bowling Association	www.englishwomensbowling.net	
CANOEING: British Canoe Union	www.bcu.org.uk	0115 9821100
CRICKET: England and Wales Cricket Board	www.ecb.co.uk	0207 4321200
CYCLING: British Cycling	www.britishcycling.org.uk	0870 8712000
EQUESTRIAN: British Horse Society	www.bhs.org.uk	0870 1202244
EQUESTRIAN: British Equestrian Federation	www.bef.co.uk	02476 698871
EQUESTRIAN: British Show Jumping Association	www.bsja.co.uk	02476 698800
FOOTBALL: Football Association	www.thefa.com	0207 7454545
GOLF: English Golf Union	www.englishgolfunion.org	01526 354500
GOLF: English Ladies Golf Association	www.englishladiesgolf.org	0121 4562088
GYMNASTICS: British Gymnastics	www.british-gymnastics.org	0845 1297129
HOCKEY: England Hockey	www.hockeyonline.co.uk	01908 544644
JUDO: British Judo Association	www.britishjudo.org.uk	01509 631670
KARATE: Karate England	www.karateengland.org.uk	01628 487555
LAWN TENNIS: Lawn Tennis Association	www.lta.org.uk	0207 3817000
MOUNTAINEERING: British Mountaineering Council	www.thebmc.co.uk	0870 0104878
MOVEMENT, DANCE AND EXERCISE:		
Exercise, Movement and Dance Partnership	www.emdp.org	01344 299960
Keep Fit Association	www.keepfit.org.uk	0208 6929566
NETBALL: England Netball	www.england-netball.co.uk	01462 442344
ORIENTEERING: British Orienteering Federation	www.britishorienteering.org.uk	01629 734042
ROUNDERS: National Rounders Association	www.nra-rounders.co.uk	0114 2480357
ROWING: Amateur Rowing Association	www.ara-rowing.org	0870 0607100
RUGBY LEAGUE: Rugby Football League	www.rfl.uk.com	0113 2329111
RUGBY LEAGUE: British Amateur Rugby League Association	www.barla.org.uk	01484 544131
RUGBY UNION: Rugby Football Union	www.rfu.com	0870 4052000
RUGBY UNION: Rugby Football Union for Women	www.rfu-women.co.uk	0870 4052000
SAILING / YACHTING: Royal Yachting Association	www.rya.org.uk	0845 3450400
SQUASH: England Squash	www.englandsquash.com	0161 2314499
SWIMMING: Amateur Swimming Association	www.britishswimming.org	01509 618700
TABLE TENNIS: English Table Tennis Association	www.englishtabletennis.org.uk	01424 722525
TRIATHLON: British Triathlon	www.britishtriathlon.org	01509 226161
VOLLEYBALL: English Volleyball Association	www.volleyballengland.org	01509 631699