



NORTH HOCKEY ASSOCIATION

Junior Regional Performance Centres



TERMS OF REFERENCE (TOR)

The purpose of these Terms of Reference is to provide the framework for the operation of the North's Junior Regional Performance Centres (JRPC).

Authority

Each Junior Regional Performance Committee is authorised by the North Hockey Association (NHA) to conduct its business in accordance with the Terms of Reference set out below. These Terms of Reference may be reviewed by the Council of NHA at any time and, when appropriate, revised to accord with the changing requirements of England Hockey Board (EHB), of the NHA, or of the North Performance Committee (NPC) of the NHA.

Membership

The Appendix sets out the structure of the each of the three Junior Regional Performance Centres and of their Management Committees. The TOR provide for a Chair and Vice-Chair, Treasurer, two Administrators, Coaches and Managers and two additional Committee Members linked to local JACs. The ex-officio members will be the CCC appointed to have special responsibility for the centre and the Chair of the NPC or an appointed substitute.

The NPC will establish an appointments panel to appoint the Chair and Vice Chair. Subject to annual review the Chair and the Vice Chair will serve for four years. Postholders may be reappointed to serve additional terms.

In consultation with each of its JRPCs, the NPC will also establish appointments panels consisting of the Centre Chair and/or Vice-Chair and a member of the North Performance Committee with the addition, where appropriate, of a CCC and a Coach Educator to make all the other appointments and the appointments to the Management Committee.

All Coach and Manager appointments have an 11 month tenure. Treasurers' and Administrators' appointments are subject to annual review but otherwise subject to the three year appointment cycle laid down by the NPC.

Meetings

Meetings schedules shall be planned in advance in accordance with a template agreed by the NPC. It shall be published in the JRPC handbook. The minimum schedule shall be :-

February - All centre staff or, at the discretion of the Chair & Vice Chair, just the Management Committee will be required to meet with representatives from each of the associated JACs to outline and agree the assessment procedures required for the selection of players to the JRPC.

April & August - the Management Committee shall meet to plan for the season ahead and later to conduct a mid-season review in preparation for the Tier 1 Cluster events.

May or June & September or October – all Centre staff shall meet to deal with training, information and then to conduct a post activity review.

Individual Responsibilities

The attached schedule lists a comprehensive, but not necessarily exhaustive, set of tasks and the Centre Management Committee will allocate these duties to ensure the appropriate skills of the Committee members and any other appointed coaches or volunteers are utilised. The Chair of the JRPC is required to keep a record of the agreed assignments and, when requested, present a copy to the NPC and to the EHB North Office. However, of these :

The Chair and Vice Chair, or appointed nominees, will be members of the NPC.

One of the administrators must be appointed as a Welfare Officer and must ensure that all those who have access to the athletes or their personal details have a current EHB CRB certificate. The administrators are also expected to service the secretarial needs of the committee and of any full meetings of the centre staff.

The Treasurer is responsible for all the financial affairs of the Centre.

Corporate Responsibilities

Subject to any guidance agreed by the NPC, the Management Committee will be responsible for all policy matters relevant to the Centre as a whole.

The Management Committee may appoint sub-committees and delegate to them responsibility for gender specific planning and administration.

The JRPC is required to

- ensure that the principles of the Single System applicable to the Performance Centre are adhered to
- ensure that all the centre's operations are transparent and that clear avenues of communication are developed to ensure aims and achievements are available for all to see
- keep records as prescribed by the NPC and operate quality measurements covering all aspects of the centre's activities and administration which are consistent with the guidelines provided by EHB
- deliver high quality performance coaching to the players
- provide feedback on players to the player and ensure that the selection and evaluation criteria defined by EHB are applied, thus ensuring that all aspects of selection and deselection are handled in a fair, transparent and appropriate manner
- ensure that Coaches work with the Centrally Contracted Coaches to deliver the EHB syllabus for Hockey
- ensure that a safe training and playing environment is maintained at all times
- have responsibility for young players' welfare during coaching sessions
- ensure that athletes and parents have a clear understanding of their own and the centre's responsibilities
- work with the associated JACs to achieve a consistency in coaching aims and delivery, a smooth pathway for the players and support for other coaches working within the system
- provide the opportunity for coach development and training
- operate appropriate management systems, which may be prescribed by the NPC, to ensure the successful operation of the centre, recruiting sufficient coaches and volunteers to achieve this
- ensure that all centre clothing and equipment is carefully stored and that an up-to-date stock book is maintained.
- work with the North Region Young Umpiring Action Group to provide opportunities for Young Umpires both in Tournaments and in preparation sessions
- work with the NPC with the other JRPCs to share and develop a consistency of procedures
- bank all cash collected from players and keep financial records consistent with a template provided by the NPC
- prepare and operate budgets for all centre based activities incorporating any requirements imposed by the NPC
- operate budgets for HiPACs and Tournaments which have been jointly agreed at the NPC
- provide sufficient information to NPC in a timely fashion to facilitate appropriate reporting.

APPENDIX Centre & Management Structure

The Management Committee for each of the Durham, Leeds and Manchester based groups will consist of the ...

- Centre Chair and Vice Chair
- Treasurer and Administrator(s)
- CCC appointed by EHB to the centre
- Head Coach or Manager for each gender at U17/18 level
- Head Coach or Manager for each gender at U15/16 level

and two additional committee members who are involved with JACs within the area.

The Chair of the NPC or an appointed substitute will be an ex-officio member.

The Management Committee will have powers of co-option

The Coaching and Squad Management complement may be adjusted to match the number of athletes selected to attend the centre with the aim of achieving a player coach ratio of between 12:1 and 18:1, but generally it will consist of

BOYS	GIRLS
Head Coach U17/U18	Head Coach U17/U18
Lead Coach U17/U18	Lead Coach U17/U18
Managers U17 & U18	Managers U17 & U18
2 Coaches for U17/18	2 Coaches for U17/18
Head Coach U15/U16	Head Coach U15/U16
Lead Coach U15/U1	Lead Coach U15/U16
Managers U17 & U18	Managers U17 & U18
2 Coaches for U15/U16	2 Coaches for U15/U16

Specialist Goalkeeper Coaches will also be appointed.

** Note : These are based on 30 players per squad. More or fewer staff may be appointed should numbers be different.



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Below is a brief summary of the likely roles of those appointed to each of the three Junior Regional Performance Centres. The North Performance Committee (NPC) considers it important that the roles are matched to the individual strengths of the volunteers so, by negotiation within each centre, there may be some re-assignment of tasks between those appointed. The Chair of the JRPC is required to keep a record of the agreed variations in the job assignments and ensure that all affected have a copy of the record.

The corporate responsibilities of the groups are listed in the terms of reference. Each appointee will be expected to contribute towards the achievement of those aims.

All staff appointed to Centres are subject to the relevant sections of the England Hockey Code of Ethics and Behaviour.

INDIVIDUAL RESPONSIBILITIES

Chair and Vice Chair

The Chair has overall responsibility for the management of the centre. He/she will head up the Management Committee which shall meet at least as often as laid down in the schedule agreed by the JRPCs with the North Performance Committee (NPC).

The Chair and Vice Chair will be members of the NPC, representing and reporting on the JRPC activities and contributing towards any policy decisions developed to guide all three centres.

The Chair will also have a specific responsibility for one of the gender based coaching groups while the Vice-Chair leads the other group. Together they are responsible for ensuring that the preparation and competition programmes specified in the common calendar and the tournament schedule are successfully implemented. Both are required to ensure that the required staffing levels and ratios are observed and that the CCCs, the Head and Lead Coaches together develop and share with other coaches the session plans, subsequently reviewing the delivery of the planned programme and providing the required feedback to all involved in the programme.

Both are responsible for ensuring that other officials do all that is expected of them in a timely way. They are also expected to ensure that, if required, additional support is sought and provided to support any officials who need assistance in completing their work.

Treasurer

The Treasurer will be responsible for all the financial affairs of the Centre. The Chair of the North Performance Committee and the Treasurer of the NHA will also advise on accounting procedures and reporting needs.

The Treasurer will

- lead in explaining and then supervising age group Budgets
- authorise payment for Managers, Coaches and Administrators as is appropriate
- ensure that all fees have been collected, appropriately recorded and banked
- ensure that invoices are paid in a timely way.

It is intended that the fees charged for any competition event in the region should be the same for all players. These fees will be expected to cover any approved contribution towards travel costs. The NPC will work with the Treasurers of the 3 centres to ensure that the budget agreed nationally with the JRPC Single System Implementation Group is understood and implemented subject to any local amendments made agreed at the NPC.

While not obligatory the Treasurer may be asked to undertake additional duties to assist in the management of the finances for a higher level Tournament.

Administrators

An Administrator will be appointed to each of the gender groups and service any secretarial needs required for the group. In that role they will be responsible for all the record keeping required for the groups. This will involve making sure that Coaches and Managers keep and provide attendance, fee collection and assessment records, working with the Chair/Vice Chair to ensure that staffing levels are implemented and that staff absences are covered, and working with the Treasurer to ensure that all staff claims are validated.

Working with the Managers, they will be expected to ensure that all players keep their personal data records on the EHB registration system up-to date and ensure that players & parents are aware of the activity programme. They will need to download key contact details for the Managers and for their own player records and at the end of season work with their Chair/Vice Chair to ensure that all player feedback reports are checked and issued. They may need to provide support and training to Coaches and Managers in the use of the Registration and Reporting System. Administrators will be expected to develop and expand the available data downloads to meet any specific need of the JRPC.

One Administrator will act as Secretary to the Management Committee

Unless the centre makes alternative arrangements, at least one of the administrators must be appointed as welfare officer and must ensure that each of those who have access to the athletes or the personal details of players has a current CRB certificate.

The Administrators are required to manage the distribution, signing, collection and storage of contracts or letters of agreement and to work with the NPC Chair/EHB North Office to ensure that staff are appropriately qualified and have up to date certificates.

The Administrators are also responsible for arranging for storage and maintenance of playing and clothing kit and ensuring that Coaches have the equipment they require. They are required to liaise with the appointed centre to ensure that all pitch bookings are made for the stipulated dates & times of development sessions.

Coaches & Lead Coaches

Pages 9 & 10 details the job and person specification. In each age-group coach/coach team, it is expected that the Head Coach will have responsibility for one of the age groups in the band while the Lead Coach has responsibility for the other age group.

Head & Lead Coaches

Additionally, Head & Lead Coaches are responsible for developing identified talented players to a high standard of personal ability and to establish a JRPC Squad for each Age-Group for which they are responsible.

Along with the CCC the Head and Lead Coaches will have responsibility for

- arranging for the mentoring of players and for providing players with a timely debrief at the end of the JRPC season or when a player is deselected
- arranging for the mentoring of coaches
- liaising with local JACs re coach development
- liaising with local JACs re common strategies

Managers

Each Manager works in a team headed by a Lead Coach and is expected to support the Coaches attached to the age groups squad for which they are responsible.

To some extent the roles of Managers, Administrators, and Welfare Officers overlap and there will be an element of job-sharing which should be agreed and logged by the JRPC.

The Manager needs to be aware that

the **Administrators** are responsible for the initial contacts with the players and the collection of fees, for the booking of pitches and for the purchase of equipment.

the **Welfare Officers** are responsible for ensuring that all staff have the appropriate qualifications and certification and are the immediate point of contact should a complaint be received.

The Manager is responsible for

- all contact with the players once the initial invitation has been made by the JRPC Administrator
- working with the Administrator to ensure that the all players maintain their personal records on the EHB Registration system, this including emergency contact information, the consent of parents or persons with legal responsibility, photography consent and medical information.
- the collection of any outstanding fees from the players and the reporting of defaulters to the Chair/Vice-Chair so that the centre can determine the appropriate action to be taken
- the welfare and behavior of the players at any development session, match or tournament, this to include all times from arrival to departure
- responding to any queries raised by parents
- dealing with logistics on the day
- liaising with all coaches assigned to sessions to ensure they are aware of the venue and times of the session
- managing teams under competition conditions
- making appropriate arrangements for travel to Tier 1 events.
- ensuring that all kit used by the squad is accounted for and returned to its storage place after use
- ensuring that all who need to know about any competition are appropriately advised and that all necessary forms are distributed and, where appropriate, collected on completion
- ensuring that any reports, specified paperwork, required squad lists and player profiles are dealt with in a timely way within any specified deadline
- attending any relevant meetings during a tournament as prescribed by the Tournament Organiser
- participating fully in the review of the programme of the JRPC and in attending meetings of the JRPC.

Subject to the completion of other duties, a Manager who is also a qualified coach is expected to be involved in the coaching programme

The following identified tasks remain unassigned and will be subject to negotiation at Management Committee level :-

Sale of designated clothing, purchase of equipment, and preparation of reports for the North Performance Committee.



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North Regional HA JRPC ****Head/Lead Coach and * Assistant Coach**

ROLE DESCRIPTION

(** applies only to the Head/Lead Coach)

(* applies only to Assistant Coach)

Job Description		
1.	Job title	Contracted Coach
	Location	Junior Regional Performance Centres
	Responsible to	Regional Hockey Association via the Management Committee of the Junior Regional Performance Centre
	Responsible for	**Other coaching staff and coaching delivery to players as agreed with the Management Committee of the Junior Regional Performance Centre
	Contractual Status	Contracted as directed by the Management Committee of the Junior Regional Performance Centre
2.	Role summary	<ul style="list-style-type: none"> • To deliver high quality performance coaching to the players • To provide feedback on each player as required by the JRPC <p>To have an empathy for the principles of the Single System and a commitment to ensure the principles of the Single System are applied throughout the player and coach pathway</p>
3.	Key responsibilities and main tasks and activities	<p>The Coach will:</p> <ul style="list-style-type: none"> • Ensure a safe training and playing environment is maintained at all times • Have a responsibility for young players welfare during coaching sessions • Provide written or electronic feedback, within stipulated timescales and in the agreed format, to all players when their current programmes with the JRPC end • Deliver the coaching programme as agreed between the JRPC, its Head/Lead coaches and the CCC(s) appointed to the centre • Ensure the selection and evaluation criteria defined by England Hockey is applied • Participate fully in the review of the programme as directed by the JRPC • Attend coach development and training as required • Attend centre meetings as notified • Act as a mentor to other coaches as and when needed • Ensure that the centre regulations relating to notification of any impending unavailability are followed. <p>Other duties commensurate with the level of the post, as determined by the North Regional Hockey Association.</p>



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North Regional HA JRPC *Head/Lead Coach and *Assistant Coach Person Specification

	DESCRIPTION
1. Qualifications	
	<p>** Level 2 Coach or above. * Preferably Level 2 or working towards level 2</p> <p>Current First Aid Certificate</p> <p>Current Coach Insurance</p> <p>Current sports coach UK Safeguarding & Protecting Children workshop needs to be taken within last 3 years.</p> <p>A satisfactory current enhanced portable CRB clearance obtained via the England Hockey Board</p>
2. Experience and Knowledge	
	<p>Minimum of 3 years relevant coaching experience</p> <p>Experience of coaching young players (U18s)</p> <p>Experience in the development of individuals including auditing of strengths and weaknesses, producing personal development plans, monitoring performance, producing feedback and reports.</p> <p>Awareness of the current performance standards and techniques in performance hockey.</p> <p>A sound understanding of good practice in relation to child protection</p> <p>Knowledge of emergency operating procedures</p> <p>An understanding of the philosophy of the implementation of The Single System</p>
4. Skills and abilities	
	<p>Ability to:</p> <ul style="list-style-type: none"> work with young players work as part of a team. monitor, reflect and report on the programme. communicate, influence and inspire young players and staff. prioritise the players' needs. work with others to plan a prioritised development programme. work with assistant coaches in order to deliver an integrated development programme document reports/feedback manage and resolve conflict <p>Good observational skills</p> <p>Good analytical skills</p> <p>Good verbal and written skills to liaise with young players and staff.</p> <p>Good inter-personal skills.</p> <p>An understanding and commitment to equal opportunities and equity issues.</p> <p>An understanding of, and commitment to their individual responsibility to comply with Health and Safety Policy and arrangements.</p> <p>An understanding and commitment to safeguarding children within hockey and to comply with England Hockey Board's Proud to Protect policy and procedures.</p> <p>The ability to be flexible and be adaptable to perform tasks</p>