



Swim England  
Swimming

# Pathway Guidance Document

for Swim England County Swimming Associations



# ‘1 Direction’

## A Pathway Guidance Document for Swim England County Swimming Associations

This document ‘1 Direction’ serves to outline best practice policies and procedures for the relationship between the County Swimming Associations and the Swim England Talent Team as we work collaboratively to ensure that there is a clear development pathway throughout our sport.

In summary, this document will include the following:

### Background/rationale for the working relationship

Outline the suggested model for the County Pathway Programme: including key content and guidance on how to manage and deliver this programme effectively

### A comprehensive timeline for delivery, detailing the contribution of key personnel

Within the appendices we have then included additional summary guidance relating to organising the following aspects of the programme:

- Appendix 1: County Championships
- Appendix 2: County Parents/ Guardians Workshop
- Appendix 3: County Coaching Conference
- Appendix 4: County Team Manager Conference
- Appendix 5: County Camps
- Appendix 6: County Camp Timetable
- Appendix 7: County Camps Swimmer Selection Policy
- Appendix 8: Application form for the County Head Coach and County Skills Coach
- Appendix 9: Job Description for the County Head Coach
- Appendix 10: Job Description for the County Skills Coaches
- Appendix 11: Application form for the County Lead Team Manager and County Assistant Team Manager
- Appendix 12: Job Description for County Lead Team Manager
- Appendix 13: Job Description for County Assistant Team Manager
- Appendix 14: Sample Budget Sheet
- Appendix 15: Guidance for the Recruiting and Engaging your Workforce

# 1. Background and scope for the Document

## 1.1 Swim England Talent Team Strategy (2017 – 2021)

The Swim England talent team have outlined five key strategic goals and objectives for the 2017 – 2021 funding cycle. These are:

### **Athlete Support**

**Goal:** To develop athletes who can demonstrate world – leading technical, tactical, physical and psychological skills at each stage of the pathway.

### **Workforce Development**

**Goal:** To deliver an innovative and progressive development pathway, (including licensing) which enables our coaches and other support staff (sports science and sports medicine (SSSM) practitioners, team managers etc) to acquire the appropriate skills and knowledge to become the best in the world.

### **Training and Competition Environments**

**Goal:** To define, and help to create and support, quality and progressive training and competitive opportunities at all stages of the pathway.

### **Alignment**

**Goal:** To provide a sustainable and seamless link between Clubs, Networks, Counties, Regional bodies and British Swimming's World Class programme to ensure that the Swim England Talent programme is positioned at the centre of a fully aligned cohesive pathway.

### **Collaboration**

**Goal:** To work collaboratively with key internal and external partners to enhance the quality of delivery.

## 1.2 Meeting Key Goals and Objectives

Various initiatives have already been implemented within the British and English swimming pathway in an attempt to achieve some of these key goals and objectives. The revised Competition Pathway, which was introduced in 2015, certainly serves to provide progressive competitive opportunities for swimmers appropriate to their age and stage of development. Furthermore, all County and Regional swimming associations are now required to adhere to stringent criteria governing how to run their championship competitions, thus ensuring that swimmers enjoy a very similar competitive experience in all areas of the country.

For full clarification on the criteria for running County Swimming Championships (pool only) please see **Appendix 1**

## 1.3 Investing into People

Whilst undertaking our strategic review, the Swim England Talent team spent a considerable amount of time reflecting upon how best to invest our resources within the 2017 – 2021 cycle. Within these discussions, it became apparent that all members of our team held the same firm belief; we needed to more effectively develop and support the ‘team’ who in turn develop and support the swimmers. This team would include the following people:

Coaches

Team Managers

SSSM Practitioners

Parents/ Guardians

By developing the ‘team’ around the swimmer we would expect these key people to create and innovate consistently successful environments in which each individual has the opportunity to realise their full potential.

The challenge that we presently face is that whilst a number of development opportunities currently exist for this ‘team’, insight has informed us that these are often delivered in isolation from other related initiatives and are not accessible to all. In essence, there appears to be a ‘post code lottery effect’; seemingly random countryside variations in the provision and quality of development opportunities for these key people to engage with.

## 2. Direction: Towards an ‘Integrated Development Model’

### 2.1 Aim of the model

In light of these findings, an ‘integrated development model’ has been suggested. Within this paper, 1 Direction: A Pathway Guidance Document for County Swimming Associations we will effectively outline a programme which each County Swimming Association can follow in order to focus and optimise their resources at a specific stage of the pathway. The key feature of this programme is centred upon its ability to concurrently develop key people.



### 2.2 Organisational Support

Nearly all aspects of the suggested programme can be delivered autonomously within each county. However for the Coach and Team Manager Conference days we will only require one conference to be held per region. For the purpose of this one day we will require all counties within that region to work in collaboration with the regional swimming association to stage this event.

Although each county is officially affiliated to one of the eight regions, we acknowledge that there are some counties where their individual clubs compete as part of different regions. For example:

**Essex:** 19 clubs compete in the London region and 26 clubs compete in the East region.

**Middlesex:** 50 clubs compete in the London region and 1 club competes in the South East region.

**Surrey:** 34 clubs compete in the London region and 23 clubs compete in the South East region.

**Kent:** 15 clubs compete in the London region and 38 clubs compete in the South East region.

Based on the region where the majority of clubs in that County compete we ask that the Regional Swimming Associations take responsibility for the coaches and team managers within that County for the purpose of the one day County conferences. This refers to Middlesex, Surrey and Kent counties. We have however retained Essex within the London region to provide a more event distribution of counties within each region. Please refer to the list below:

## North East

Northumberland and Durham, Yorkshire (x 2)

## North West

Lancashire, Cheshire, Cumbria (x 3)

## East Midlands

Leicestershire, Nottinghamshire, Northamptonshire, Derbyshire, Lincolnshire (x 5)

## West Midlands

Warwickshire, Worcester, Staffordshire, Shropshire (x 4)

## East Region

Bedfordshire, Norfolk, Hertfordshire, Suffolk, Cambridgeshire (x 5)

## London

Essex, Middlesex, Surrey (x 3)

## South East

Hampshire, Kent, Sussex, Berkshire and South Bucks, Oxon and North Bucks (x 5)

## South West

Gloucestershire, Wiltshire, Somerset, Devon, Dorset, Cornwall (x 6)

Each of the Swim England National Talent officers will oversee their respective regional activity (and the counties therein) as below:

#### **North East, North West and West Midlands**

Fred Furniss                      Email: [fred.furniss@swimming.org](mailto:fred.furniss@swimming.org)                      Mobile: 07769 332941

#### **East Midlands, East and London**

Mike Parker                      Email: [mike.parker@swimming.org](mailto:mike.parker@swimming.org)                      Mobile: 07917 390104

#### **South East and South West**

Lindsay Dunn                      Email: [lindsay.dunn@swimming.org](mailto:lindsay.dunn@swimming.org)                      Mobile: 07880 403625

Each of the Regional Club Development Officers will also play a key support role in organising the County conferences. Their details are as follows:

<b>North East</b>	David Parry	<a href="mailto:david.parry@swimnortheast.org">david.parry@swimnortheast.org</a>
<b>North West</b>	Kiera Hall	<a href="mailto:kiera.hall@swimming.org">kiera.hall@swimming.org</a>
<b>West Midlands</b>	Amanda Swan	<a href="mailto:amanda.swan@swimming.org">amanda.swan@swimming.org</a>
<b>East Midlands</b>	Fiona Conway	<a href="mailto:fiona.conway@swimming.org">fiona.conway@swimming.org</a>
<b>East</b>	Leanne Brace	<a href="mailto:leanne.brace@swimming.org">leanne.brace@swimming.org</a>
<b>London</b>	Suzanne Philpot	<a href="mailto:reo@londonswimming.org">reo@londonswimming.org</a>
<b>South East</b>	Kristie Jarrett	<a href="mailto:Kristie.jarrett@southeastswimming.org">Kristie.jarrett@southeastswimming.org</a>
<b>South West</b>	*Chris Tremellen	<a href="mailto:christremellen@btinternet.com">christremellen@btinternet.com</a>

*\*No Regional Club Development Officer role in the SW region*

## **2.3 Managing the Programme**

The programme will be managed by a team of key personnel appointed from within the County Swimming Association to the following roles:

Programme Lead (Representative from the County Swimming Association Committee)

County Head Coach

County Lead Team Manager

## The key roles and responsibilities of the programme lead will be to:

- Create awareness of the programme within the county
- Appoint and recruit the four remunerated positions: County Head Coach, County Lead Team Manager, County Skills Coaches and County Assistant Team Manager, in conjunction with the Swim England Talent National Officer.
- Act as the primary point of contact for applications to any of the above four roles
- Book and pay for the room for the parent/ guardian workshop at the County Championships.
- Liaise with the Regional Club Development Officer to confirm the details for the two conference bookings.
- Book and pay for the facilities for the three x one day camps
- Advertise the additional various opportunities across the programme (Parents/ Guardians workshops, additional coaches/ team managers for the two conferences and the camps)
- Select the Head Coach and Lead Team Manager (in conjunction with the Swim England National Talent Officer)
- Collate application information from the County Skills Coaches and County Assistant Team Manager roles and coordinate selection discussions/ meetings.
- Select the Skills Coaches and Assistant Team Manager (in conjunction with the Head Coach and Lead Team Manager)
- Manage adherence to the delivery timeline
- Manage the budget
- Manage all income and expenditure including paperwork, staff payments, facility payments etc.

We have enclosed a copy of the application forms and job descriptions pertaining to the County Head Coach, County Lead Team Manager, County Skills Coaches and County Assistant Team Manager within appendices 8 to 13.

## 2.4 Setting the budget

Within appendix 14 we have included a comprehensive budget sheet which includes all key income and expenditure in relation to the County programme.

## 2.5 Management Team Training

Prior to the programme commencing in January, the following training will be provided to the management team:

### Programme Lead (Representative from the County Swimming Association Committee):

1.5 hour WebEx session in early January led by the Swim England National Talent Officer and Pathway Lead. The aim of this session will be to outline the key roles and responsibilities of the Programme Lead.

### County Head Coach:

1.5 hour webex session in early January with the Swim England National Talent Officer and Pathway Lead. The aim of this session will be to discuss the content/ delivery of the parents/ guardians workshop to be held on one day of the County Championships.

One day training programme to be held in Loughborough in early February. The aim of this training day will be for the Swim England Talent team and our lead consultants in the various fields of SSSM to provide training for each County Head Coach. This will enable them to deliver all 'technical' aspects of the programme effectively. The key roles and responsibilities of the Head Coach at both the conference day and the camps will also be outlined.

Attendance at this day is essential and the Talent team will pay all costs in respect of this except travel which will need to be paid by the respective County Swimming Association.

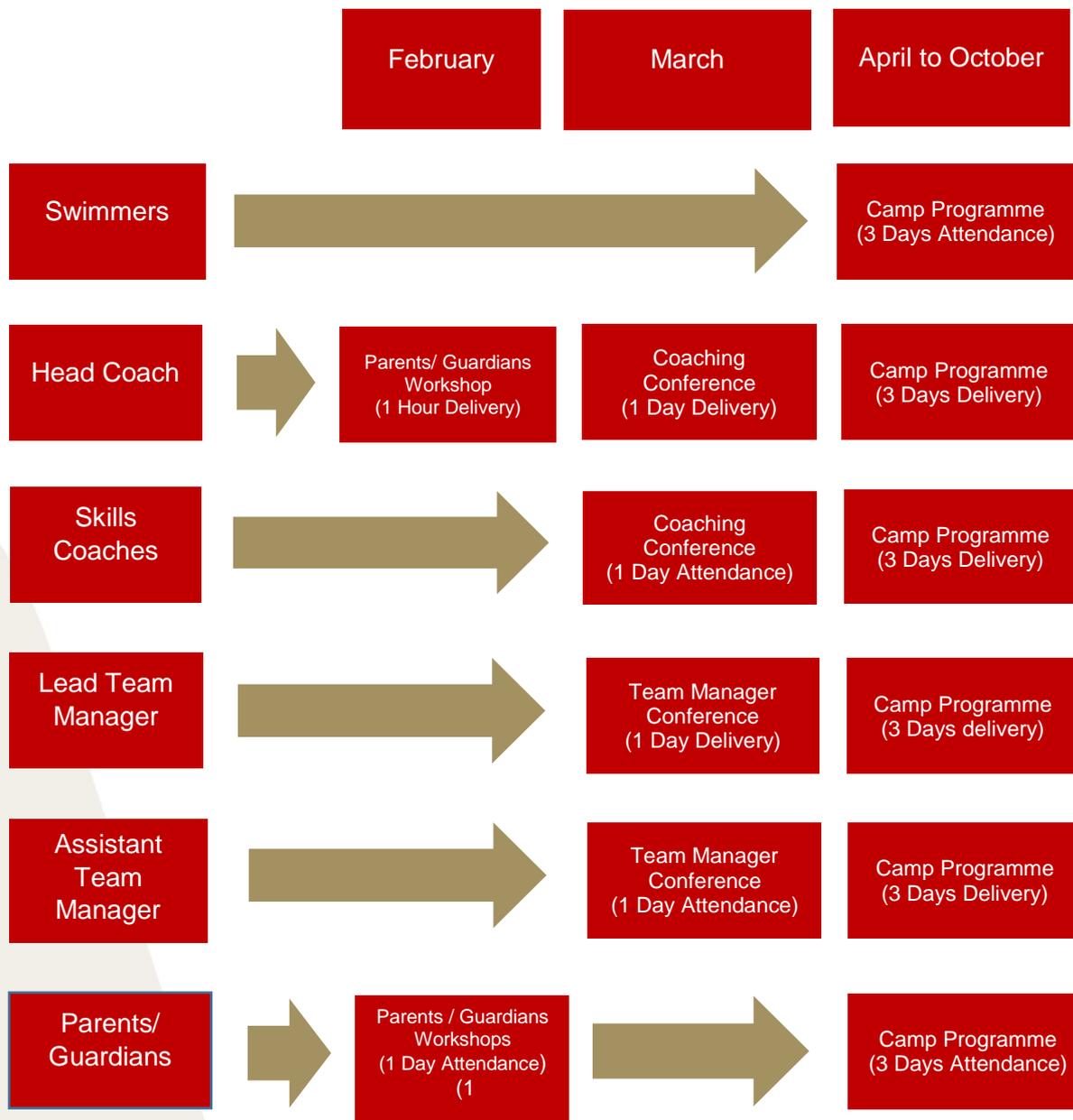
### Lead County Team Manager:

1.5 hour webex session in early January with the Swim England National Talent Officer and Pathway Lead.

The aim of this session will be to outline the roles and responsibilities of the Lead Team manager at both the conference day and the camps.

# 3 Delivering the Programme

The suggested delivery model comprises up to five days of development activities: a workshop at the County Championships for Parents and Guardians, a one day Coaches Conference or Team Manager Conference and three x one day camps.



## 3.1 Delivery timeline

Outlined below is the delivery timeline which lists the deadlines for the completion of key action (s), and identifies who is responsible for completing that specific action (s).

Deadline Date	Action	By Whom
October	County Programme Lead (Representative from the County Swimming Association) appointed	County Swimming Association Committee
October	Inform <a href="mailto:swimmingtalent@swimming.org">swimmingtalent@swimming.org</a> of your County Programme Lead (Name and Email Address)	County Programme Lead
November	Attend County Pathway Forum	County Programme Lead and County Head Coach from recently completed programme
November	Facilities booked for the 3 x 1 day camps	County Programme Lead
November	County Head Coach targeted and approached	County Programme Lead and SE National Talent Officer  County Programme Lead

	Application forms and Job Descriptions advertised/ circulated for the three additional remunerated roles (County Skills Coach, County Lead Team Manager, County Assistant Team Manager)	
November	Swimmer Selection policy advertised/ circulated	County Programme Lead
November	Room Booked for the Parents/ Guardians Talk at the County Championships	County Programme Lead
December	Circulate/ advertise information regarding the parent/ guardian workshop at the County Championships	County Programme Lead
December	County Head Coach appointed and names/ email addresses provided to <a href="mailto:swimmingtalent@swimming.org">swimmingtalent@swimming.org</a>  Deadline for Applications for the County Lead Team Manager position. Application information to be collated.	County Programme Lead and SE National Talent Officer  County Programme Lead
January	Timetable for the County Coach and County Team Manager conference days finalised and circulated	SE National Talent Officer

January	Facilities and catering booked for the County Coach Conference and the County Team Manager Conference	Regional Club Development Officer
January	Appointment of the County Lead Team Manager	County Programme Lead and SE National Talent Officer
January	Confirm location for Conference Day with Regional Club Development Officer	County Programme Lead
January	Each county to confirm the number of skills coach places required on the conference to the Regional Club Development Officer	County Programme Lead
January	County Programme Lead webex session	County Programme Lead and SE National Talent Officer
January	County Head Coach webex session	County Head Coach and SE National Talent Officer
January	County Lead Team Manager webex session	County Lead Team Manager and SE National Talent Officer
January		

	Deadline for circulating Conference booking details	Regional Club Development Officer and County Programme Lead
January/ February	Delivery of the Parents/.Guardians Workshop at the County Championships	County Head Coach Parents/ Guardians to attend
February	County Head Coach Training Day	SE Talent Team, SSSM Specialist staff and County Head Coach
February	Deadline for Applications for the County Skills Coaches and County Assistant Team Manager positions. Application information to be collated.	County Programme Lead
February	Appointment of the County Skills Coaches and the County Assistant Team Manager	County Programme Lead, County Head Coach, County Lead Team Manager
February	Names of the County Skills Coaches and County Assistant Team Managers given to the Regional Club Development Officers for the County Conferences	County Programme Lead
March	Swimmer Selections Finalised	County Head Coach and County Programme Lead

March	County Coaching and Team Manager Conferences to be held	SE Talent Team, Regional Club Development Officer, County Programme Lead, County Head Coach, County Lead Team Manager  County Skills Coaches and County Assistant Team Managers to attend
March	Swimmers and Home Coaches notified of selections and provided the name of their skills coach for the programme	County Head Coach and County Programme Lead
March	County Skills Coaches to contact Home Coaches prior to Camp 1	County Skills Coaches  County Head Coach to oversee
April	Camp 1	County Programme Lead, County Head Coach, County Skills Coaches, County Lead Team Manager, County Assistant Team Manager
<b>Post Camp 1</b>	Home Coaches contacted to discuss swimmer performance on Camp 1	County Skills Coaches  County Head Coach to oversee
<b>July</b>	Camp 2	County Programme Lead, County Head Coach, County Skills

		Coaches, County Lead Team Manager, County Assistant Team Manager
<b>Post Camp 2</b>	Home Coaches contacted to discuss swimmer performance on Camp 1	County Skills Coaches  County Head Coach to oversee
<b>October</b>	Camp 3	County Programme Lead, County Head Coach, County Skills Coaches, County Lead Team Manager, County Assistant Team Manager
<b>Post Camp 3</b>	Home Coaches contacted to discuss swimmer performance on Camp 1	County Skills Coaches  County Head Coach to oversee
<b>November</b>	All payments finalised	County Programme Lead
<b>November</b>	Budget Sheet completed and submitted to the County Swimming Association	County Programme Lead
<b>November</b>	Full Programme Review including feedback survey	SE National Talent Officer, Regional Club Development Officer, County Programme Lead, County Head Coach, County Skills Coaches, County Lead Team

		Manager, County Assistant Team Manager
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## 3.2 Programme Content

The content of the Coaching conference will serve to expand upon the knowledge acquired through the formal level 1 certification programme. The three x one day camps that follow in April, July and October will then provide a vehicle for practically applying the knowledge obtained through the formal certification programmes and the County conferences, under the guidance of an experienced County Head Coach.

Similarly, the content of the Team Manager conference will look to enhance the knowledge and understanding of the role that was obtained during the formal level 1 team manager training module. Exposure to the camp environment should then enable the team managers to utilise their acquired knowledge to effectively support the programme delivery, mentored and supported by the Lead Team Manager.

Please see Appendix 5 for information regarding the content covered within the 3 x 1 day County camps.

## 4. Summary

As stated previously, it is the intention of the SE Talent team to work collaboratively with all of the English County Swimming Associations during the forthcoming 2017 – 2021 funding cycle to encourage and support their involvement in delivering this model. We hope that by 2021, we have everyone working in ‘1 Direction’ to create a clear developmental pathway throughout our sport.

It is acknowledged that any guidance documentation will need to be continually evolved and updated during this time and we welcome all constructive feedback as we strive to create and then refine a world – leading system.

If you have any comments or queries pertaining to this document, these can be directed to Lindsay Dunn, Swim England National Talent Officer and Pathway Technical Lead at the following email address:

[lindsay.dunn@swimming.org](mailto:lindsay.dunn@swimming.org)

# Appendix 1

## Guidance for organising the County Championships

The County Championships (pool swimming only) must follow the programme published in the Performance Pathway presentation which can be found at <http://www.swimming.org/library/191/524>. Updates will be made on this platform.

# Appendix 2

## Summary Guidance for organising the County Parents/ Guardians Workshop

The table below provides a detailed of the key organisational considerations for the County Parents/ Guardians workshop.

Target Audience	Parents/ Guardians of those swimmers competing at the County Championships for the first time, aged 11 – 14 in the year of competition (no 10 year old parents/ guardians)
Delivery Period	January/ February – during the County Championship window of weeks 2 – 9. The workshop to be delivered at lunchtime, extending into the afternoon warm – up period where necessary.
Funding Source (s)	County Learning resources and full staff training provided by SE Talent team
Lead Organiser(s)	Programme Lead Head County Coach
Capacity	Room size dependant – each county should ensure (by checking Championships entrants after the closing date) that they can accommodate one parent per new swimmer.
Staffing	Programme Lead Head County Coach

Budget required from the County Swimming Association	£50
Parent/ Guardian Contribution	£0 – free of charge
Essential Facilities	A large conference room/ classroom area
Duration	60 minutes (45 minutes Delivery/ 15 minutes Questions)
Key Themes	Understanding the Competitive Swimming Pathway Supporting the Developing Young Swimmer
Equipment	Chairs/ Tables Projector and Screen Flip Chart, Flip Chart Pad, Board Pens

# Appendix 3

## Summary Guidance for organising the County Coaching Conference

The table below provides a detailed of the key organisational considerations for the County Coaching Conference.

<b>Target Audience</b>	SE Certified Swimming Assistant (Coaching)
<b>Delivery Period</b>	March - following the culmination of the County Championships and prior to the opening of the qualification window.
<b>Funding Source (s)</b>	Region Learning resources and full staff training provided by the SE Talent team
<b>Lead Organiser(s)</b>	Regional Club Development Officer, Head County Coaches from that region, SE National Talent Officer for that region
<b>Capacity</b>	Initially the 4 – 6 County Programmes Skills Coaches (per county) must be accounted for. The numbers can then be topped up to between 40 and 60 in total, depending on the size of the region and room availability. The aim should be to offer a minimum of 20 places in addition to the County Programme Coaches.
<b>Staffing</b>	Regional Development Officer Programme Lead Head County Coaches from that region

	<p>SE National Talent Officer for that region</p> <p>Additional specialist staff as required (Content/ delivery dependant)</p>
<p><b>Budget required from the County Swimming Association</b></p>	<p>£0 (Funded by the Region)</p>
<p><b>Coach Contribution</b></p>	<p>County Programme Skills Coaches</p> <p><b>Free</b></p> <p>Other Coaches (Swim 21 Accredited Clubs)</p> <p><b>£10</b></p> <p>Other Coaches (Non Swim 21 Accredited Clubs)</p> <p><b>£20</b></p>
<p><b>Essential Facilities</b></p>	<p>A large conference room/ classroom area</p> <p>Catering facilities</p>
<p><b>Duration</b></p>	<p>1 Day, Non Residential</p>
<p><b>Coach Selection</b></p>	<p>All County Programme Skills Coaches</p> <p>First Come First Serve access beyond the Programme Skills Coaches</p>
<p><b>Key Themes</b></p>	<p>Extended material beyond the SE Swimming Assistant (Coaching) certification programme</p>

<b>Equipment</b>	Chairs/ Tables Projector and Screen Flip Chart, Flip Chart Pad, Board Pens
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# Appendix 4

## Summary Guidance for organising the County Team Managers Conference

The table below provides a summary of the key organisational considerations for the County Team Manager Conference.

<b>Target Audience</b>	SE Module 1 Team Managers
<b>Delivery Period</b>	March - following the culmination of the County Championships and prior to the opening of the qualification window.
<b>Funding Source (s)</b>	Region Learning resources and full staff training provided by the SE Talent team
<b>Lead Organiser(s)</b>	Regional Club Development Officer, Lead County Team Managers from that region, SE National Talent Officer for that region
<b>Capacity</b>	Initially the County Assistant Team managers must be accounted for. The numbers can then be topped up to between 10 and 20 in total, depending on the size of the region and room availability. The aim should be to offer a minimum of 10 places in addition to the County Programme Assistant Team managers.
<b>Staffing</b>	Regional Club Development Officer

	<p>Programme Lead</p> <p>Lead County Team Managers from that region</p> <p>SE National Talent Officer for that region</p> <p>Additional specialist staff as required (Content/ delivery dependant)</p>
<b>Budget required from the County Swimming Association</b>	<p>£0 (Funded by the Region)</p>
<b>Team Manager Contribution</b>	<p>County Programme Assistant Team Managers</p> <p><b>Free</b></p> <p>Other Level 1 Team Managers (Swim 21 Accredited Clubs)</p> <p><b>£10</b></p> <p>Other Level 1 Team Managers (Non Swim 21 Accredited Clubs)</p> <p><b>£20</b></p>
<b>Essential Facilities</b>	<p>A large conference room/ classroom area</p> <p>Catering facilities</p>
<b>Duration</b>	<p>1 Day, Non Residential</p>
<b>Team Manager Selection</b>	<p>All County Programme Assistant Team Managers</p> <p>First Come First Serve access beyond the Programme Assistant Team Managers</p>

<b>Key Themes</b>	Extended material beyond the Team Manager Module 1 programme
<b>Equipment</b>	Chairs/ Tables Projector and Screen Flip Chart, Flip Chart Pad, Board Pens

# Appendix 5

## Summary Guidance for organising the County Camps

The information contained in the table below provides all of the necessary information required to organise and deliver the three x one day camps.

It is important to also note at this stage that each of the three county camp days will be marketed as coach education days within the county. In addition to the 4 – 6 County programme skills coaches, swimmers home coaches and other coaches within the county can apply to attend any of the camps in an observation capacity.

<b>Age Range of Swimmers</b>	11 years, age as at 31 <sup>st</sup> December 2018
<b>Delivery Period</b>	April, July, October
<b>Funding Source (s)</b>	County (Learning resources and full staff training provided by the SE Talent team)
<b>Lead Organiser(s)</b>	Programme Lead, Head County Coach
<b>Capacity</b>	24 Swimmers: 12 Males, 12 Females (4 lane pool – 6 per lane) 30 Swimmers: 15 Males, 15 Females (5 lane pool – 6 per lane) 36 Swimmers: 18 Males, 18 Females (6 lane pool – 6 per lane) *The capacity should reflect the number of 11 year old swimmers competing in each individual County Championships)

<b>Staffing</b>	<p>1 x Head Coach</p> <p>4, 5 or 6 Skills Coaches (one per lane so should reflect the number of swimmers recruited and lanes utilised)</p> <p>1 x Lead Team Manager</p> <p>1 x Assistant Team Manager</p> <p>*Sport Science and Sports Medicine Staff as appropriate in the future</p>
<b>Budget required from the County Swimming Association</b>	<p>£2000 (up to £3000 if professional SSSM staff are utilised)</p>
<b>Athlete Contribution</b>	<p>£30 per day</p> <p>(Total: £2160 based upon 24 swimmers attending)</p> <p>(Total: £2700 based upon 30 swimmers attending)</p> <p>(Total: £3240 based upon 36 swimmers attending)</p>
<b>Kit</b>	<p>Swimmers: 1 x Hat</p> <p>Staff: 1 x T Shirt</p>
<b>Essential Facilities</b>	<p>4, 5 or 6 Lane 25m Pool (depending on numbers)</p> <p>Classroom Area (Workshop Based Education)</p> <p>Land Training Area (Dance Studio/ Sports Hall)</p>

<b>Duration</b>	3 Days, Non Residential
<b>Swimmer Selection</b>	See Appendix 7 for the County Swimmer Selection policy
<b>Key Themes</b>	<p><b><i>Pool Session Content:</i></b></p> <p>Aquatic Alignment</p> <p>Streamlining</p> <p>Push Off/ Underwater Phase/ Transition to Stroke</p> <p>Technique on Rotational/ Long Axis Strokes: Backstroke and Front Crawl</p> <p>Technique on Anti Rotational/ Short Axis Strokes: Butterfly and Breaststroke</p> <p><b><i>Land Training Content:</i></b></p> <p>Land Training Fundamental Movement Skills Circuits</p> <p><b><i>Workshop Content:</i></b></p> <p>Effective Stroke Technique</p> <p>Performance Lifestyle</p> <p>Performance Nutrition</p>
<b>Pool Session Content</b>	<p><b><i>Day 1 Session 1 (60 minutes)</i></b></p> <p>Aquatic Alignment</p> <p>Effective Prone and Supine Streamlining</p> <p>Push Off, Underwater Kick and Transition to Front Crawl and Backstroke</p> <p><b><i>Day 1 Session 2 (60 minutes)</i></b></p>

	<p>Aquatic Alignment</p> <p>Effective Prone and Supine Streamlining</p> <p>Push Off, Underwater Kick and Transition to Butterfly and Breaststroke</p> <p><b>Day 2 Session 1 (60 minutes)</b></p> <p>Recap Prone Aquatic Alignment for Front Crawl</p> <p>Prone Rotational Control for Front Crawl (ability to generate rotation from the hips and control the extent of rotation)</p> <p>Transfer of Rotation into limb actions, effective timing and breathing patterns</p> <p><b>Day 2 Session 2 (60 minutes)</b></p> <p>Recap Supine Aquatic Alignment for Backstroke</p> <p>Supine Rotational Control for Backstroke (ability to generate rotation from the hips and control the extent of rotation)</p> <p>Transfer of Rotation into limb actions, effective timing and breathing patterns</p> <p><b>Day 3 Session 1 (60 minutes)</b></p> <p>Recap Prone Aquatic Alignment for Butterfly</p> <p>Anti - Rotational Stability and Control for Butterfly (ability to resist rotation)</p> <p>Link between anti – rotation and the symmetry of limb actions, effective timing and breathing patterns</p> <p><b>Day 3 Session 2 (60 minutes)</b></p> <p>Recap Prone Aquatic Alignment for Breaststroke</p> <p>Anti - Rotational Stability and Control for Breaststroke (ability to resist rotation)</p> <p>Link between anti – rotation and the symmetry of limb actions, effective timing and breathing patterns</p>
<p><b>Land Training</b></p>	<p><b>Day 1 (120 minutes)</b></p>

<p><b>Content</b></p>	<p>15 minutes Pre Pool (Both Sessions)</p> <p>15 minutes Post Pool (Both Sessions)</p> <p>60 minutes Land Training: FMS Circuit</p> <p><b>Day 2 (120 minutes)</b></p> <p>15 minutes Pre Pool (Both Sessions)</p> <p>15 minutes Post Pool (Both Sessions)</p> <p>60 minutes Land Training: FMS Circuit</p> <p><b>Day 3 (120 minutes)</b></p> <p>15 minutes Pre Pool (Both Sessions)</p> <p>15 minutes Post Pool (Both Sessions)</p> <p>60 minutes Land Training: FMS Circuit</p>
<p><b>Workshops</b></p>	<p><b>Day 1 (60 Minutes)</b></p> <p>Effective Stroke Technique</p> <p><b>Day 2 (60 minutes)</b></p> <p>Performance Lifestyle</p> <p><b>Day 3 (60 minutes)</b></p> <p>Performance Nutrition</p>
<p><b>Swimmer Kit</b></p>	<p>Hat/ Goggles/ Costume or Trunks (plus spares of each)</p> <p>Short Blade Fins</p> <p>Snorkel</p> <p>Kick Board</p> <p>Pull Buoy</p> <p>Shorts/ T Shirt/ Tracksuit and trainers (no jeans fashion shoes)</p>

	<p>Adequate snacks, lunch and fluids for the entire day</p> <p>Pen and paper/ electronic device for taking notes</p>
<b>Coach Kit</b>	<p>Adequate snacks, lunch and fluids for the entire day</p> <p>Pen and paper/ electronic device for taking notes</p> <p>Ipad (where possible)</p>
<b>Equipment required for delivery</b>	<p>Chairs/ Tables (for workshops)</p> <p>Yoga Mats (one per person for land training)</p> <p>Projector and Screen</p> <p>Flip Chart, Flip Chart Pad and Board Pens</p> <p>First Aid Kit</p>
<b>Parent Education</b>	<p>One 60 minute workshop per day. Parents to attend with swimmers, maximum one parent per swimmer.</p>
<b>Coach Education</b>	<p>Any coach within the county can apply to attend the camps in an observational capacity.</p>
<b>Coach Contribution</b>	<p>Other Coaches (Swim 21 Accredited Clubs)</p> <p><b>£10 per day</b></p> <p>Other Coaches (Non Swim 21 Accredited Clubs)</p> <p><b>£20 per day</b></p>
	<p>Targeted Recruitment: Selection panel to include County Programme Lead and SE National Talent Officer</p>

<b>Head Coach Selection and Recruitment</b>	See Appendices 8 and 9 for the application form and job specification.
<b>Skills Coach Selection and Recruitment</b>	<p>Open Recruitment: Selection panel to include County Programme Lead and County Head Coach.</p> <p>See Appendices 8 and 10 for the application form and job specification.</p>
<b>Lead Team Manager Selection and Recruitment</b>	<p>Targeted/ Open Recruitment: Selection panel to include County Programme Lead and the SE National Talent Officer.</p> <p>See Appendices 11 and 12 for the application form and job specification.</p>
<b>Assistant Team Manager Selection and Recruitment</b>	<p>Open Recruitment: Selection panel to include County Swimming Association representative, County Head Coach and County Lead Team Manager</p> <p>See Appendices 11 and 13 for the application form and job specification.</p>
<b>Sport Science Support Staff Selections</b>	At the present time we are not advocating the use of SSSM practitioners to work on the County camps. The Head Coach will lead all aspects of the ‘technical’ delivery. The SE Talent team will however be looking to expand upon our current practitioner infrastructure to enable County Swimming Associations to use these specialist staff more extensively in the future.

# Appendix 6

## Guidance for Camp Timetable

Please find below the suggested timetable for each of the three x one day camps. Where possible we ask that the timetable is delivered as written and in the areas described below.

Time	Session	Notes
08:30 – 09:00	Registration	Large Room (48 – 72 people based on 24 – 36 swimmers plus one parent per swimmer)
09:00 – 09:30	Welcome Meeting	Large Room (48 – 72 people based on 24 – 36 swimmers plus one parent per swimmer)
09:30 – 10:30	Land Training	Sports Hall/ Dance Studio (24 – 36 swimmers)
10:30 – 10:45	Brief and Change	Sports Hall/ Dance Studio, Changing Rooms
10:45 – 11:00	Pre Pool	Sports Hall/ Dance Studio
11:00 – 12:00	Swim Session 1	25m Pool (4/5/6 Lanes)
12:00 – 12:15	Debrief and Change	Poolside/ Changing Rooms
12:15 – 12:30	Post Pool	Sports Hall/ Dance Studio
12:30 – 13:00	Lunch	Large Room
13:00 – 14:00	Classroom Based Workshop	Large Room (48 – 72 people based on 24 – 26 swimmers plus one parent per swimmer)
14:00 – 14:15	Brief and Change	Sports Hall/ Dance Studio, Changing Rooms
14:15 – 14:30	Pre Pool	Sports Hall/ Dance Studio
14:30 – 15:30	Swim Session 2	25m Pool (4/5/6 lanes)
15:30 – 15:45	Debrief and Change	Poolside/ Changing Rooms

15:45 – 16:00	Post Pool	Sports Hall/ Dance Studio
16:00 – 16:30	Swimmer/ Coach Meeting	Large Classroom
16:30 – 16:45	Closing Meeting	Large Room (48 – 72 people based on 24 – 36 swimmers plus one parent per swimmer)
16:45 – 17:00	Sign Out	Large Room (48 – 72 people based on 24 – 36 swimmers plus one parent per swimmer)

# Appendix 7

## County Programme: Swimmer Selection Policy

Minimum activity level: Attendance at three x one day events in April, July, October (various dates/locations within the County).

A minimum of 24 swimmers (12 Male/ 12 Female) and a maximum of 36 (18 Male/ 18 Females) will be selected as follows:

NB: if counties do not have the minimum number of swimmers they can reduce as required, or take more swimmers of one particular gender.

The ASA rankings data base will be used for selection purposes. Only times achieved between September 1st 2017 and the Monday following the final County Championship weekend in 2018, will be considered.

Swimmers must have competed in at least one event at the County Championships (extenuating circumstances such as illness/ injury should however be considered where possible).

Swimmers are selected based upon their county of representation and not their club.

The highest ranked 11 year old Male and Female (age as at 31st December in the year of competition), in each event competed at County Championships will be initially selected.

Further selections will be made from the 2nd, 3rd, 4th etc ranked swimmers.

Where swimmers have an equal ranking, selections will be made prioritised according to the highest Fina Point Score in a single event.

Selections can be from either short or long course rankings but should be congruent with your County Championships mode (for example, if your County Championships are held in a long course pool, then long course rankings should be used for selection purposes and vice versa).

Swimmer selections must be completed within one week of the completion of the County Championships.

Swimmers and Home Coaches must be informed within two weeks of the completion of the County Championships.

Swimmers must reply to confirm whether they will be accepting or declining their place on the programme within three weeks of the completion of the County Championships.

Swimmers should only be selected if they are indicating that they can commit to the full three day programme. If they subsequently are unavailable for all three no refund should be given and no additional swimmers invited thus avoiding unnecessary disruption to the programme.

Any reserve swimmers and their respective Home Coaches should then be informed within four weeks of the completion of the County Championships.

All places on the programme must be filled and all paperwork returned by the end of March 2017, ready for the first camp of the programme which is scheduled to take place in April 2017.

# County Pathway Coaching Programme

Expression of interest form

Please indicate the role that you are wishing to apply for:

Head Coach

Skills Coach

## Personal Details:

Name:

Address:

Email:

Telephone:

Current Role and Club:

How many years coaching:

## Coaching experience and expertise:

Coaching qualifications and continual professional development opportunities you have accessed:  
(Include dates if you can remember)

Outline key coaching qualifications and continual professional development  
(please include engagement with England Programmes)

Please provide a brief summary of your key coaching experience;

Key roles and achievements you have accessed over recent years.

Please provide a personal statement of no more than 200 words

Answer the following questions in your statement:

1. Why do you want to be a 'head' or 'skills' county coach?
2. What would you hope to gain from this experience?
3. How will this opportunity assist you in your future development and career as a coach?

# Appendix 9

## Job Description for the County Head Coach

### Role and Expectation Outline

**TITLE:** County Head Coach

**REPORTS TO:** The County Swimming Association

**RENUMERATION:** £500 flat fee (inclusive of travel and subsistence)

**DURATION:** 4 days (Delivery at 1 hour Parent/ Guardian Workshop, 1 day Coaching Conference and 3 x Camp days): February – November

### PURPOSE

The overall purpose of the County Head Coach is to:

Provide professional coaching related services within the context of the delivery of the County Programme Framework

Contribute to the swimmer and staff selection process

Contribute to the County Coaching Conference (1 day)

Deliver a 1 hour Parent /Guardian workshop at the County Championships (presentation to be designed by SE Talent team)

Lead the planning, delivery and evaluation of the County Programme (3 camp days)

Provide leadership, guidance and mentoring to the skills coaches that are assisting in the delivery of the programme

Ensure all skills coach fulfil their key roles and responsibilities

Communicate effectively with swimmers, staff and parents

Be proactive and positive to all swimmers and staff during the programme

Deliver all duties in accordance with the programme objectives and briefings

Motivate and enthuse swimmers and staff during the programme

Reflect on your own coaching practice and behaviour after each camp activity

Exhibit British Swimming and England Programmes Coaching Principles during coaching practice; Setting Direction, Staying Connected, Engaging People, Delivering Results and Credibility

### LOCATION

Various

### KEY RESPONSIBILITIES

## **Prior to programme delivery**

Attend the County Head Coach webex session

Attend the County Head Coach training Day

Liaise with the SE Talent team to ensure you have an understanding of the aims and objectives of the county programme

Write the specific pool sessions (3 in total) in line with the national focus and objectives and communicate with skill coaches (at least 7 days prior to each camp delivery)

Plan and delivery specific pool sessions (3 sessions) as required which are relevant to the maturation level of selected/grouped swimmers and meet appropriate programme objectives.

Liaise with skills coaches, and where relevant home coaches of swimmers to ensure they understand the objectives of the county programme (at least 7 days prior to each camp)

Work to ensure that skills coaches have a clear understanding of their role on the day

Contribute to the swimmer and staff selection process

## **During programme delivery**

Lead the delivery of specified pool sessions in line with programme objectives and plans

Make a positive contribution as required to all activities

Lead coach discussion and facilitate learning within the context of the day to ensure that there is an opportunity for learning and development for all staff

Communicate effectively with all swimmers and staff

Deliver a pre and post pool session discussion with skills coaches on each camp

## **Following programme delivery**

Reflect on the camp delivery and collate feedback

Be available to coaches who assisted in the delivery of the programme to further discuss elements of the camp and coaching practice as required to ensure the ongoing development of the coaches

Conduct if appropriate and necessary any pre and post camp discussions with skills coaches

Support the feedback process to swimmers home coaches on any key skill messages that have been delivered and that need reinforcing back in the home coaching programmes

## **PERSON SPECIFICATION**

Must hold as a minimum SE Swimming Coach or equivalent

Must possess a valid DBS certificate

Proven ability as a practising coach of working with age group swimmers

Experience of planning and organising coached sessions for age group swimmers

In depth knowledge of the effective development of young athletes

Committed to ongoing learning

The ability to set priorities and work flexibly to meet outcomes required in a dynamic environment

Excellent planning, interpersonal and communication skills (with swimmers and staff).

High levels of motivation and dedication

Have an outgoing personality with good interpersonal skills and be able to enthuse and motivate young people

A team player with the ability to:

Ability to evaluate sessions and provide feedback to athletes and participants and staff

Tact and diplomacy in all interpersonal relationships

Self-disciplined with a commitment to continuous service improvement

Ability to think for yourself and use own initiative

# Appendix 10

## Job Description for County Skills Coach

### Role and Expectation Outline

**TITLE:** County Skills Coach

**REPORTS TO:** County Head Coach

**RENUMERATION:** £150 flat fee (inclusive of travel and subsistence)

**DURATION:** Attendance at the County Coaching Conference and delivery at 3 Camp Days. March – October 2017

### PURPOSE

The overall purpose of the County Skills Coach is to:

Provide professional coaching related services within the context of the delivery of the County Programme Framework under the guidance of the Head Coach

Assist with the delivery and evaluation of the County Programme (3 camp days)

Communicate effectively with athletes, staff and parents

Deliver all duties in accordance with the programme objectives and briefings

Motivate and enthuse swimmers and staff during the programme

Reflect on your own coaching practice and behaviour after each camp activity

Exhibit British Swimming and England Programmes Coaching Principles during coaching practice; Setting Direction, Staying Connected, Engaging People, Delivering Results and Credibility

Attendance at the county coaching conference

### LOCATION

Various

### KEY RESPONSIBILITIES

Prior to programme delivery

Liaise with the County Head Coach to ensure you have an understanding of the aims and objectives of the County Programme

Ensure you have a clear understanding of your role during each camp day

Communicate with the Head Coach and other Skills Coaches prior to each camp to check for understanding of the objectives of each session planned

Liaise with the swimmers home coaches on the aims and objectives of the camp, to ensure they understand the expectations

### **During programme delivery**

Assist in the delivery of pool sessions in line with programme objectives and plans with the guidance of the Head Coach

Make a positive contribution as required to all activities.

Contribute to coach discussion and facilitated learning within the context of the day to ensure an opportunity for learning and development of all staff takes place

Communicate effectively with all swimmers and staff

Contribute to pre and post pool session discussion with the Head Coach and other Skills Coaches on each camp

### ***Following programme Delivery***

Reflect on camp delivery and contribute to feedback

Contribute to any post camp debrief discussion as lead by the Head Coach

Liaise with swimmers home coaches on any developmental concerns under the guidance of the Head Coach

Feedback to swimmers home coaches on any key skill messages that have been delivered and that need reinforcing back in the home coaching programmes

### **PERSON SPECIFICATION**

Must hold as a minimum SE Swimming Assistant (Coaching) or equivalent

Must hold a valid DBS Certificate

Proven experience as a practising coach of working with age group swimmers

Knowledge of the effective development of young athletes

Committed to ongoing learning

The ability to set priorities and work flexibly to meet outcomes required in a dynamic environment

Good planning, interpersonal and communication skills (with swimmers, staff and home coaches)

High levels of motivation and dedication

Have an outgoing personality with good interpersonal skills and be able to enthuse and motivate young people

Experience of organising coached sessions for age group swimmers

A team player with the ability to:

Ability to evaluate sessions and provide feedback to athletes and participants and staff

Tact and diplomacy in all interpersonal relationships

Self-disciplined with a commitment to continuous service improvement

Ability to think for yourself and use own initiative.

# County Pathway Team Management Programme

Expression of interest form

Please indicate the role that you are wishing to apply for:

Lead Team Manager

Assistant Team Manager

## Personal Details:

Name:

Address:

Email:

Telephone:

Current Role and Club:

How many years coaching:

## Team Manager experience and expertise:

Team Manager Qualifications:  
(Include dates if you can remember)

Outline key coaching qualifications and continual professional development  
(please include engagement with England Programmes and British Swimming Camps/Competitions)

Please provide a brief summary of your key management experience;  
Team Manager Roles or similar roles.

Please provide a personal statement of no more than 200 words

Answer the following questions in your statement:

1. Why do you want to be a 'Lead Team' or 'Assistant Team' Manager?
2. What would you hope to gain from this experience?
3. How will this opportunity assist you in your future development and career?

# Appendix 12

## Job Description for County Lead Team Manager

### Role and expectation outline

**TITLE:** County Lead Team Manager

**REPORTS TO:** The County Association

**RENUMERATION:** £320 flat fee (inclusive of travel and subsistence)

**DURATION:** 4 days (Delivery at 1 day Team Manager Conference and 3 x 1 day Camps)  
March – November

### PURPOSE

The overall purpose of the County Lead Team Manager is to:

Provide professional team management related services within the context of the delivery of the County Programme Framework

Contribute to the assistant team manager selection process

Attend a webex session delivered by the SE Talent team

Contribute to the County Team Manager Conference (1 day)

Lead the planning, delivery and evaluation of the County Programme (3 camp days)

Provide leadership, guidance and mentoring to the assistant team manager who is supporting the delivery of the programme

Communicate effectively with swimmers, staff and parents

Be proactive and positive to all swimmers and staff during the programme

Deliver all duties in accordance with the programme objectives and briefings

Motivate and enthuse swimmers and staff during the programme

Reflect on your own team management practice and behaviour after each camp activity

Exhibit British Swimming and England Talent Team Management Principles during coaching practice; Setting Direction, Staying Connected, Engaging People, Delivering Results and Credibility

### LOCATION

Various

## KEY RESPONSIBILITIES

### Prior to programme delivery

Attend the WebEx session for County Lead Team Managers in January

Liaise with your respective SE Talent officer to ensure you have an understanding of the aims and objectives of the county programme and your role within the delivery model

Act as the key liaison person with the facility providers

Work to ensure that the assistant team managers skills has a clear understanding of their role on the day

Contribute to selection process of the assistant team manager

### During programme delivery

Lead the delivery of the pastoral aspects of the camps to ensure programme objectives and plans are met

Lead team management discussion and facilitate learning within the context of the day to ensure an opportunity for learning and development of all staff

### Communicate effectively with all swimmers and staff

Deliver a pre and post camp day briefing session with the assistant team manager

Ensure all code of conducts and statement of fitness forms are collated and updated for each camp where applicable

### Following programme delivery

Reflect on the camp delivery and contribute to the feedback process

Be available to the assistant team manager who supported in the delivery of the programme to further discuss elements of the camp and team management practice as required to ensure the ongoing development of this team manager

Conduct if appropriate and necessary any pre and post camp discussions with the assistant team manager

## PERSON SPECIFICATION

Must hold as a minimum Swim England Team Manager module 1

Must hold a valid DBS certificate

Should preferably hold a first aid qualification (not essential)

Proven ability as a practising team manager working with age group swimmers

Committed to ongoing learning

The ability to set priorities and work flexibly to meet outcomes required in a dynamic environment

Excellent planning, interpersonal and communication skills (with swimmers and staff).

High levels of motivation and dedication

Have an outgoing personality with good interpersonal skills and be able to enthuse and motivate young people

A team player with the ability to:

Ability to evaluate and provide feedback to staff

Tact and diplomacy in all interpersonal relationships

Self-disciplined with a commitment to continuous service improvement

Ability to think for yourself and use own initiative

# Appendix 13

## Job Description for County Assistant Team Manager

### Role and Expectation Outline

**TITLE:** County Assistant Team Manager

**REPORTS TO:** County Lead Team Manager

**RENUMERATION:** £150 flat fee (inclusive of travel and subsistence)

**DURATION:** Attendance at 1 day Team manager Conference and delivery at 3 Camp Days. March – October

### PURPOSE

The overall purpose of the County Assistant team manager is to:

Provide professional team management related services within the context of the delivery of the County Programme Framework under the guidance of the Lead Team Manager

Attendance at the team manager conference

Assist with the delivery and evaluation of the County Programme (3 camp days)

Communicate effectively with athletes, staff and parents

Deliver all duties in accordance with the programme objectives and briefings

Motivate and enthuse swimmers and staff during the programme

Reflect on your own team management and behaviour after each camp activity

Exhibit British Swimming and England Talent Team Coaching Principles during coaching practice; Setting Direction, Staying Connected, Engaging People, Delivering Results and Credibility

### LOCATION

Various

## KEY RESPONSIBILITIES

### Prior to programme delivery

Liaise with the County Lead Team Manager to ensure you have an understanding of the aims and objectives of the County Programme

Ensure you have a clear understanding of your role during each camp day

### During programme delivery

Assist with communication between parents, staff, swimmers and the facility providers

Contribute to team management discussion and facilitated learning within the context of the day to ensure an opportunity for learning and development of all staff takes place

Contribute to pre and post camp day discussions with the Lead team manager, specifically helping to ensure that all reports are accurate

### Following programme delivery

Contribute to any post camp debrief discussion as lead by the County lead team manager

Discuss areas for ongoing development with the County Lead Team Manager

Contribute to the feedback process

## PERSON SPECIFICATION

Must hold as a minimum the Swim England Team Manager Module 1

Must hold a valid DBS certificate

Should preferably hold a first aid qualification (not essential)

Committed to ongoing learning

The ability to set priorities and work flexibly to meet outcomes required in a dynamic environment

Excellent planning, interpersonal and communication skills (with swimmers and staff).

High levels of motivation and dedication

Have an outgoing personality with good interpersonal skills and be able to enthuse and motivate young people

A team player with the ability to:

Ability to evaluate and provide feedback to staff

Tact and diplomacy in all interpersonal relationships

Self-disciplined with a commitment to continuous service improvement

Ability to think for yourself and use own initiative

# Appendix 14

## Sample Budget Sheet

Income			
	Daily Fee (£)	Days	Total (£)
<i>County Contribution</i>			2000
<i>Athlete Contribution (x 24)</i>	30	3	2160
		<b>Total</b>	<b>4160</b>

Expenditure (Staffing)			
Role	Daily Fee (£)	Delivery Days	Total (£)
<i>County Head Coach (x 1)</i>	100	5	500
<i>County Lead Team Manager (x 1)</i>	80	4	320
<i>County Assistant Team Manager (x 1)</i>	50	3	150
<i>County Skills Coaches (x 6)</i>	50	3	900
		<b>Total</b>	<b>1870</b>
Expenditure (County Head Coach Training Day)			
			Total (£)
Travel Expenses			200
		<b>Total</b>	<b>200</b>
Expenditure (Parents/ Guardians Workshop)			
			Total (£)
<i>Room Hire ( 1 Hour)</i>			50
		<b>Total</b>	<b>50</b>
Expenditure (Camps)			
	Daily Fee (£)		Total (£)
<i>Facilities (All Listed)</i>	600	3	1800
Kit			200
		<b>Total</b>	<b>2000</b>

<b>Total Income</b>	<b>£4160</b>
<b>Total Expenditure</b>	<b>£4120</b>
<b>Difference</b>	<b>£40 Profit</b>

# Appendix 15

## Guidance for recruiting and engaging your Workforce

The Swim England Talent team engage coaches and other support staff for their programmes on a regular basis.

Before engaging people to deliver these services, read the guidance about different types of workers from the .gov website below:

<https://www.gov.uk/employment-status/worker>

This is the process that the Swim England Talent team follow when engaging workers to deliver these services.

Classify the  
type of work



Identify the  
type of worker



Recruit

Firstly, be clear about the work that is required. Exactly what do we wish to be delivered, when, where and how it is to be completed. Is the individual to have autonomy and can they ask others to deliver these services for them?

Use this information and the HMRC checklist to help you assess whether to engage the individual as an employee or as a Self Employed worker.

<https://www.gov.uk/government/collections/employed-or-self-employed>

Follow the guidance from the above websites to safely recruit and pay workers that deliver services.