

CREATING A WORLD-LEADING COACHING DEVELOPMENT SYSTEM - A COACH LICENSING SCHEME FOR RUGBY UNION

In order to recruit, retain and develop players, rugby union requires a ‘workforce’ of qualified and suitably trained coaches.

Government, through the Department of Culture Media and Sport, will by 2012 require all rugby coaches to hold a coach licence.

A Coach Licence will require coaches to hold a coaching qualification, update their knowledge, skills and understanding by attendance at coach development events, and agree to a code of conduct.

It is recommended that the scheme is implemented from January 1st 2008, by licensing all coaches successfully attending coaching qualification courses. The scheme will then be opened up to further applications in September and November 2008 for those already qualified and operating within the 15-a-side game in clubs.

This will provide a phased introduction to the scheme, allowing it to be evaluated and will emphasise to coaches the benefits of being a member of the scheme through the access to additional resources.

The issue surrounding the licensing of teachers and the licence’s impact upon rugby in Higher Education will be subject to an on-going feasibility study, reporting back regularly to the Coaching Sub Committee and Community Rugby Standing Committee. Similarly, once the “Way Forward” and negotiations with PRL have concluded, negotiations over its implementation at Elite levels can commence.

By December 2010, a full review of the scheme will be presented to the Management Board & Council with recommendations to how the scheme should develop towards a mandatory coach licensing scheme.

The recommendations have evolved through a thorough consultation process via “roadshows” and the coaching web-site. A collation of all (unedited) feedback is available upon the coaching pages of the RFU website.

In drafting these recommendations, a balance has been sought between achieving the aspirations of the CLS, and ensuring that stakeholders and the RFU are not overly burdened with bureaucracy or unnecessary cost.

A Coach Licensing Scheme for Rugby Union

Index

Introduction.....	3
Licensing Detail.....	3
Rationale.....	8
Consultation Process & Feedback.....	11
Implementation Plan.....	12
Appendices.....	15
Notes to Recommendations.....	APPENDIX A
Recommended Regulations.....	APPENDIX B
Sample CPD courses.....	APPENDIX C

Introduction

It is widely recognised that the provision of sport, (recruitment, retention and development of participants) is improved through inspired, skilled and knowledgeable coaching.

The RFU, together with other sports in the United Kingdom, has recently implemented a new coaching qualification structure. Evaluations from coaches reveal the new courses are having a positive effect upon the quality of coaching being delivered to players.

However, coaching qualifications alone do not fulfil the requirements of a coach development system; they are its foundations. A first-class system produces and develops quality coaches to work for, and meet the needs of, each stage of the development of children, adults and high-performance players, enabling them to receive a safe, enjoyable, and progressive experience.

In building a system that sustains the projected growth in players, coaches need to ensure they retain a high degree of currency to their knowledge and coaching skills. As more coaches enter the system, there is a need to track their delivery skills and development, and ensure that they continually deliver high quality coaching to young players, adults and high performers: a Coach Licensing Scheme will help to deliver these outcomes.

The initial proposals were formulated through a series of discussions between the Community Coaching Development Department, the Elite Coaching Department, the RFU Company Secretary, Premier Rugby Clubs, Club England, the RFU Coaching Sub-Committee, (CSC), sportscoachUK and RFU professional staff.

The consultation document was published in September 2006, and circulated to Constituent Body Rugby Development Partnerships, the RFU Governance Committee, England Rugby Football Schools' Union, Premier Rugby Limited, CB Coaching Committees and Club Coaching Coordinators. Every club and school has received a copy of the proposals through 'Touchline' with an invitation to attend one of the 15 regional consultation evenings or feedback via a dedicated email system.

The country-wide 'Coach Licensing Roadshows' provided stakeholders with a clearer understanding of the scheme, and the opportunity to raise issues face to face with members of the Coaching Department. There was overwhelming support for the concept and aspirations of the Coach Licensing Scheme, but also a number of concerns over the detail and operational feasibility of the scheme, which might provide substantial obstacles to its success.

The final recommendations take account of these concerns, with some recommendations amended and greater operational detail provided. Furthermore, it initially targets the licensing scheme at the key strategic focus for the RFU: the 15-a-side game.

Coach Licensing Detail

- 1) In order to achieve the outcomes of a first class coaching system, the Coach Licence Scheme needs to be mandatory. However, it is recognised that this is a fundamental change, and a number of steps will need to be taken before this objective can be realised.¹

¹ Implementation Plan – page 12

- 2) Coaching is defined as “*The guided improvement, led by a coach, of sports participants in a single sport and at identifiable stages of the participant pathway.*”² In terms of rugby union, a coach will be defined as “anyone responsible for, leading or facilitating the optimum improvement of a rugby participant at each stage of their development.”
- 3) Coaches of Under 7 & 8 age groups, (Tag Rugby) should be exempt from the Licensing Scheme. This will support the recruitment of parents as coaches within clubs. However it is **STRONGLY RECOMMENDED** they should have attended a Tag-Rugby or Start Rugby Coaching Course as a minimum requirement.
- 4) A Coaching Licence will be awarded to a coach who meets established prerequisites. There should be one coaching licence, eventually covering all aspects of the game of rugby union.

Aspects of the Rugby Union Coaching Licence

Minimum of a Level 1 Rugby Coaching Award /
Qualification or equivalent

Agreement to the Coaches Code of Conduct

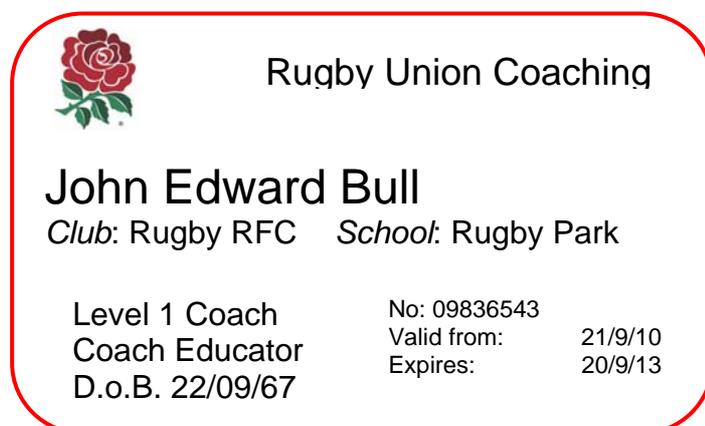
During the initial stages of the consultation, it was proposed that a Criminal Records Bureau (CRB) Check form part of the licensing scheme. However, following the consultation and further investigation, it is recommended that in the initial stages this should no longer be the case.

Currently, CRB ‘checks’ are performed by the agency (school, club, local authority) which is directly responsible for ‘deploying’ the coach. It is probable that if the RFU processed the CRB centrally as part of a licensing scheme, the responsibility would shift to the RFU rather than the deploying agency. Additionally, there are inherent problems with the portability of the CRB (between local authorities and schools). Aligning the CRB ‘check’ to the three-year coach licensing applications would have detrimental effects upon the success of the scheme.

By removing the CRB aspect of the licence in the initial phases, the RFU is able to focus upon the quality assurance and development aspects of coaching.

² Adapted from *European Coaching Council Review, 2006; AEHESIS Project, 2006*

Sample Licence Card (Credit card style & quality)



- 5) The RFU will become the Licensing Body for the Coach Licence Scheme. Premier Rugby has indicated a willingness to be a partner in the awarding of an Elite Licence. However in light of the current uncertainty at this level, the implementation of any licence scheme that affects Premier Rugby should be postponed until the landscape is clearer.
- 6) The Coaching Department will utilise its network of approved coaching centres to ensure that the administrative capacity exists to deal with coach qualifications and the licensing process.

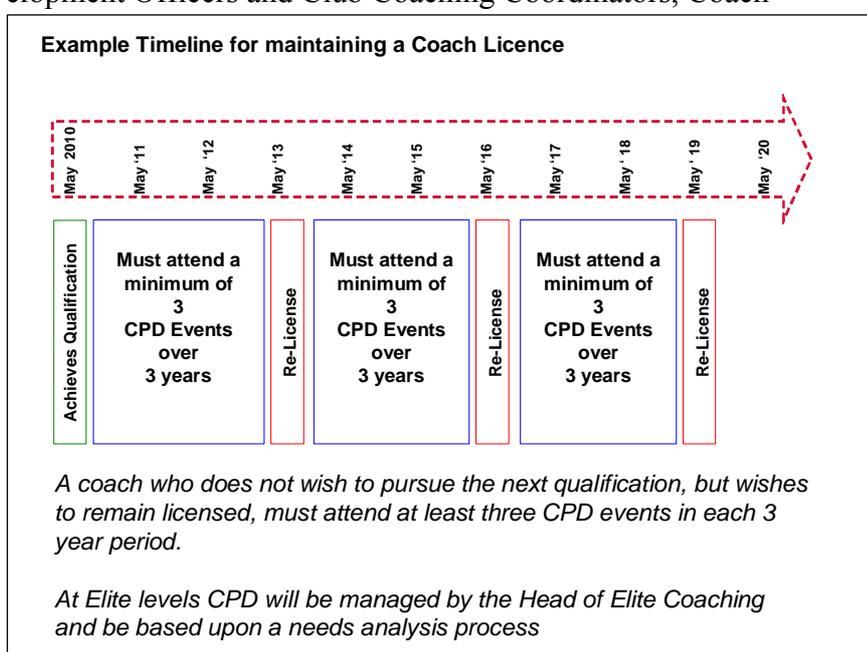
Table 1: Existing & Projected coach volumes by RFU region

Regional Breakdown	SW	Sth	L S	LN	Mid E	Mid W	NW	Y&NE	Total
No. of Mini/Midi Coaches (Qualified & Unqualified)	1140	1000	810	1200	900	1085	600	1284	8019
No. of Junior Coaches (Qualified & Unqual.)	650	1100	500	900	820	941	600	916	6427
No. of Coaches of adults (Qualified & Unqual.)	450	190	350	200	130	712	425	881	3338
Total	2240	2290	1660	2300	1850	2026	1625	3081	17072
Coaches Qualified Per Year									
Level 1	620	500	690	500	600	512	650	590	Total 4662
Level 2	120	110	120	130	120	85	100	55	840
Level 3	25	10	30	15	15	12	15	20	142
Total	765	620	840	645	735	609	765	665	5644
Total									
No. of coaches currently attending CPD p.a.	186	100	120	120	100	84	200	125	1035
Percentage of coaches attending CPD	8.3%	4.4%	7.2%	5.2%	5.4%	4.1%	12.3%	4.1%	6.4%
Estimated no. of coaches attending Licenced CPD events p.a.	1,792	1,832	1,328	1,840	1,480	1,621	1,300	2,465	13,658
No. of Tag, CLSA & Start Rugby Coaches p.a.	420	320	290	445	440	290	410	290	2,905
Predicted Coach Throughput p.a.	2,977	2,772	2,458	2,930	2,655	2,520	2,475	3,420	22,207

- 7) The RFU will establish with the Department for Education & Skills, Local Education Authorities and through the Sports College network that coaches employed to deliver rugby within schools hold a Coaching Licence and Level 2 Qualification from September 2008.
- 8) A feasibility study will take place from September 2008 to identify a way forward in licensing teachers in education establishments. A report and recommendations will be presented to Council at the review stage in late 2009 early 2010.
- 9) Initially, due to the voluntary nature of the first stages of implementation, Student Rugby (in HE institutions) will be included in the licensing scheme, but this will be monitored closely with the Students Rugby Union and National Manager for Higher & Further Education.
- 10) Provisions are made to grant 'grandfather rights' to existing unqualified coaches on the production of suitable coaching curriculum vitae, and the attendance at a newly developed Rugby Safety Course. Coaches granted this status will be required to obtain a qualification to re-license after the initial three year period.

Maintaining a Coach Licence

- 11) To maintain his / her Licence, a Coach should:-
 - Participate in an agreed and appropriate programme of Continuous Personal / Professional Development (CPD) over a three year period
 - Confirm their agreement to abide by the Coaches' Code of Conduct.
- 12) The RFU 'Rugby First' system should be developed to manage the licensing scheme, and should operate through the eight Approved Coaching Centres, each managed by a Coach Development Officer. It will be designed to allow coaches to access their individual coaching page, amend personal details (address, club, school), and to view / track their attendance at CPD events. System requirements are at Appendix D.
- 13) Working with Rugby Development Officers and Club Coaching Coordinators, Coach Development Officers should be responsible for ensuring the provision of locally based accessible CPD events. These will be based upon the club cluster and county models rather than regionally based. The approximate charge of RFU run CPD will be *circa* £10 per head.³



- 14) The RFU adopts proposed regulations⁴ that will provide a framework for the operation of the coach licence scheme, including application, renewal, and suspension procedures.

- 15) An enhanced range of benefits should be made available to holders of a Coaching Licence. The Coaching Department will be required to develop the following range of additional benefits to licensed coaches:-

- Free RFU Licensed Coaching Journals (4 p.a.) linked to sportscoachUK's coaching edge publication.
- Reduced coach development (CPD) course fees
- Access to a newly formed and informative rugby union coaching web-site
- A condition that clubs, schools & CBs may only utilise a Licensed Coach
- Provide a systematic personal development programme for coaches enabling them to maintain status and demonstrate a commitment to ongoing learning.



⁴ A full list of regulations appears at Appendix B

- Provide on-going bespoke coach information courses through improved tracking
 - Access to discounted clothing, resources and equipment
 - sportscoachUK coaching materials and publications
 - Access to identified England Squad (Schools, Students) sessions
 - A discount on merchandise purchased at the RFU Store.
- 16) The RFU's current disciplinary processes incorporate the sanctions outlined in the Terms & Conditions of the Coach Licensing Scheme when dealing with breaches of the Coaches' Code of Conduct.

Rationale

- 17) The RFU Strategic Plan states....."*High quality coaching is dependent on the production of high quality coaches which, in turn, is reliant on a coach development system that can be regularly bench marked, nationally and internally, against other sports and industry. We are setting ourselves a target of achieving a players/coach ration of 15:1 by the end of the Plan period.*"
- 18) The RFU Strategic Plan also states...."**184** *We will develop and implement a range of programmes which update current qualified coaches by December 2007. It is important that there are programmes that inform coaches of advances in the game, changes to the laws, technology and delivery methods.*"
- 19) It further establishes... "**189** *We will ensure systematic tracking procedures are in place that will allow identification, development and mentoring of talented coaches. This will provide the opportunity to identify and develop coaches in the Community game with the potential to coach effectively in the performance sector. This will be one of the key deliverables of the 'Rugby Passport' and 'Project Trafalgar' IT projects.*"
- 20) England Rugby Premiership regulations state, 'On-going criteria for Clubs seeking to remain in the Premiership for 2004/05' "**Clause 2i) 3, Director of Rugby or Head Coach; suitably qualified (as specified) individual responsible for all team and playing matters.**"
- 21) England Rugby Premiership regulations state, 'The entry criteria for Clubs seeking promotion to the Premiership from 2004/05 onwards' "**Clause 2i) 3, Director of Rugby or Head Coach; suitably qualified (as specified) individual responsible for all team and playing matters.**" The intention is that the Director of Rugby/Head Coach and all other technical/tactical coaches working with senior squads in the Premiership Clubs should hold the agreed minimum coaching qualification or hold the equivalent coaching qualification from another Union.
- 22) ScUK⁵ have recently developed a UK Action Plan for Coaching that sets out the vision for the UK Coaching system as: "*A cohesive, ethical and valued coaching system where children, players and athletes are supported by appropriately skilled coaches at all stages of their development in sport, and which is number one in the world by 2016, bench marked against international best practice.*"

⁵ SportscoachUK

- 23) The UK Action Plan for Coaching identifies a clear need to establish (for all NGBs across the UK) an integrated coach development system that builds upon the high quality coach qualification structure, which will:-
- a. *Re-accredit qualified coaches to maintain standards & quality of delivery (coach licensing)*
 - b. *Develop coaches vertically (up the qualification ladder) & horizontally*
 - c. *Ensure a coach's suitability to deliver, (ethically, safely, and to agreed codes of conduct).²*
- 24) Sport and coaching must be guided by professional and ethical values; all practices must be inclusive and positive; coaches are central to increasing and sustaining participation in sport; achieving success; enhancing the health and quality of life of individuals, communities and the nation.
- 25) Traditionally, coaches have been developed through RFU Coaching Award structure or latterly through 1st4Sport / Home Union Coaching qualifications. A large number of coaches have achieved Level 1 awards and continue to coach for many years without updating their knowledge or developing their skills. 'Development' was only really achieved by attending the next level of course.
- 26) Across the country, coaching seminars or conferences operate to provide coaches with an opportunity to acquire further knowledge. These are attended sporadically by a very small number of coaches (average 6.4%). Coaching seminars or conferences serve to update coaches on technical, tactical, law and safety issues. This is an area in which is essential to coach development, but is rarely taken up by a large majority of coaches.
- 27) Areas of concern:-
- i) The RFU should (and may be required to in the future) demonstrate that it regularly updates its coaching 'workforce' to maintain safe current practise and minimise the risk of injury to players;
 - ii) Level 1 coaches who continue to coach for a number of years without updating their knowledge of coaching, technical or safety issues;
 - iii) Employed coaches who hire out to schools, clubs or local holiday programmes;
 - iv) The Level 3 coach who may lead a club, school or CB programme, but has reached the ceiling of the qualification structure;
 - v) The increasing requirements for player safety and the need for coaches to regularly update their knowledge and implement safe practice;
 - vi) The increase in the number of cases being dealt with by the RFU's Referral Group that involve poor coaching behaviour;
 - vii) There are a large number of coaches working in the game who are not qualified as coaches or do not acquaint themselves with current technical, tactical, safe and ethical practice;
 - viii) The large number of players who are lost to the game through the youth pathway; this often attributed to the fact that players often outgrow their coaches from mini/midi rugby who have not developed their skills or knowledge; and
 - ix) Out of an estimated 6,464 coaches working in adult rugby, 1,256 (19.43%) are unqualified or have not undertaken any form of training⁶.

⁶ RFU Questionnaire Analysis 2001-2006

- 28) The current measurement of the number of active coaches is through the web-based questionnaire. There are concerns that this does not truly reflect the number of coaches delivering the game. A Licensing Scheme would provide the RFU (and its insurers) a more complete picture of the number of **active** coaches.
- 29) Proposals for a Premier Coach Licensing Scheme have been presented to Club England. The view expounded was that English clubs did not take coach development as seriously as those in other major unions, such as New Zealand, and other sports such as rugby league. Examples were cited in France where a degree was required in order to coach at elite level. Licensing Premiership coaches was seen as a priority. After debate it was agreed to give Club England's endorsement in principle to the RFU coaching licence scheme subject to a presentation to the RFU Council.
- 30) To ensure a supply of quality elite coaches for the Premiership Clubs via a systematic approach to coach development, support and excellence, a small group of ex-players and regional Academy Managers need to be identified as potential world-class coaches.
- 31) The interface between coaches and the RFU (currently voluntary) is not working effectively. Despite the implementation of new qualifications, conferences and coaching seminars, the vast majority of coaches do not seek to update their knowledge or skills. A Licence would require coaches and the RFU to continually work together to support the coach's development.
- 32) Player safety continues to be of paramount importance, but is brought into sharper focus with today's litigious and media sensitive climate. As the game continues to evolve (e.g. law changes) coaches should be required to regularly acquaint themselves with up to date coaching and safety techniques.
- 33) The implementation of a Coach Licensing Scheme (CLS) for Rugby Union provides a unique opportunity to underpin a high quality, cohesive & valued coach development system.
- 34) Benefits to Rugby Union stakeholders
- Quality Assurance – A licensing scheme will allow the RFU to assess & maintain the quality of coaches, which subsequently impacts upon the recruitment, retention and development of players. A Licence requires current knowledge expertise and application, and is renewed at regular intervals
 - Standards – A method of consistently improving the coaching skills and rugby technical / tactical knowledge through a systematic coach development system for coaches.
 - Kite mark - quality standard of coaching ability. This should allow all employers e.g. Unions, CB's, Clubs, Schools, Local Authorities etc to have clear guidelines that only Licensed Coaches should be utilised. It will also enable potential employers to easily identify appropriate candidates.
 - Sanctions - Licensed Coaches will have to sign up to the RFU's Codes of Conduct. A Licence can be withdrawn and sanctions applied if required.

- Workforce – The RFU will know exactly the number of active coaches; and have a forum for identifying their future development. The RFU can add various conditions to the licence to meet new requirements by Government and other agencies.
- Strategically - The Licence scheme will help to track and develop the coaches within the game, (delivering Strategic Plan points 181, 184 & 189).

Consultation Process

35) Initial proposals were published in September 2006. The proposals were provided in two formats, a document containing the rationale and proposals, and a briefing document. Both versions were made available on the RFU web-site as a lead story, and a dedicated email service was established to receive feedback.

- 6th September Presentation to Community Rugby Standing Committee
- 8th September Presentation to CBRDP / CSU Conference - Warwick
Document distributed to CBRDP Chairmen with invite to 'consultation meetings.'
- 12th September Document sent to CBRDP Coaching Chairmen, with invite to 'consultation meetings.'
Document distributed to RFU Council members
- 14th September Document & Information posted on to RFU Coaching Web-Site
Information & links posted to Coaching Forum
Information sent to Club Coaching Coordinators with invite to 'consultation meetings.'
- 2nd October Document distributed to CBs
- 15th October Presentation to ERFSU
- 16th November Presentation to RFU Governance Committee
- 8th December Discussions with PRL
- 18th December Discussions with RFU Company Secretary

36) In addition to the above schedule the following consultation meetings were held:-

- Plymouth Albion RFC 27th September
- Chester RFC 4th October
- Loughborough University 8th October
- Coventry RFC 9th October
- Esher RFC 16th October
- Newbury RFC 23rd October
- Blaydon RFC 15th November
- Carnegie 16th November
- Thurrock RFC Essex 20th November
- Thornbury RFC 27th November
- University of Hertfordshire 29th November
- Cambridge RFC 10th January
- Independent Schools PE 22nd January 2007
- Penrith RFC 24th January
- Tonbridge RFC 5th March 2007

- 37) Throughout the consultation meetings a general sense of enthusiasm and support was displayed for the Coach Licence Scheme. There were concerns raised about the systems and bureaucracy that would be required to operate the CLS. Attendees were also asked to provide solutions to the concerns that were raised, and where appropriate these have been considered, and included within the final draft.
- 38) A full, unedited version of all feedback, including emailed responses appears in a separate document, and is available upon request from the Coaching Department or via the RFU web-site at rfu.com/coach.

Recommended Implementation Plan

- 39) In order to achieve the outcomes of a first class coaching system, the Coach Licence Scheme needs to be mandatory. However, it is recognised that this is a fundamental change, and a number of steps will need to be taken before this objective can be realised. Therefore a phased approach to implementation is recommended, which is outlined below.

Phase 1

- i) Subject to approval by the RFU Council, work will commence on the administration and management infrastructure (Approved Centres & 'Rugby First').
- ii) A media campaign will commence in the autumn informing clubs and coaches of the arrangements, details and roll-out.

Phase 2

- iii) The Pilot stage will commence with the awarding of a Coach Licence to all coaches attending & achieving a new Coach Qualification (at no additional charge to the coach) provided they meet the criteria (from January 1st 2008).
- iv) A voluntary scheme will operate inviting all existing club coaches at adult levels (including 15-a-side, 10-a-side and 7s variants) to apply, (free of charge) for a Coach Licence (from September 2008).
- v) A voluntary scheme will operate inviting all existing club coaches of the Under 13 to U18 age groups levels (including 15-a-side, 10-a-side and 7s variants) to apply, (free of charge) for a Coach Licence (from November 2008).
- vi) From September 2008, guidelines to schools and education authorities will **STRONGLY RECOMMEND** that coaches employed within schools to deliver rugby union will require a Coaches Licence to Level 2 standard.
- vii) The regulations will make provision to grant 'grandfather rights' to existing unqualified coaches on the production of suitable coaching curriculum vitae. These coaches will be required to attend the new safety course, and become qualified during their first three year licensing period.
- viii) Monitoring & evaluation of the scheme and systems will take place.

Phase 3

- ix) A report on the Licensing Scheme, including feedback from coaches, will be submitted to the RFU Council in the autumn of 2009 / winter 2010 with recommendations on the feasibility of extending the Licensing Scheme to all coaches, teachers and to what extent it should be mandatory.

Proposed Implementation Phases

	Jul-07	Sep	Nov-07	Jan-08	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan-09	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan-10	Feb	Mar	Dec-10
Anticipated Acceptance by Council	Yellow																										
Systems & Infrastructure Development		Light Green	Light Green	Light Green							Light Green			Light Green													
Pilot: Voluntary Licences granted to coaches achieving coaching qualifications.				Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
Voluntary System Implemented (Coaches of Adult 15-a-side rugby)											Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
Voluntary System Implemented (U13-U18 Coaches)												Teal	Teal	Teal	Teal	Teal	Teal	Teal	Teal	Teal	Teal	Teal	Teal	Teal	Teal	Teal	Teal
Update report to Council																							Yellow	Yellow			
Media Campaign			Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange
Review & Recommendations to RFU Council onmove to Mandatory status																									Blue	Blue	

APPENDICES

APPENDIX A

Notes to Recommendations

- A) In developing a licensing scheme that will benefit the game, it has become clear that to balance the licensing requirements, an enhanced range of benefits should be made available to holders of a Coaching Licence.
- o Free RFU Licensed Coaching Journal as part of sportscoachUK's coaching edge publication (x 4 p.a)
 - o Participation in sportscoachUK's Licensed Coaching Programme
 - o Reduced coach development course fees (CPD)
 - o Access to a newly formed and informative rugby union coaching web-site
 - o A condition that clubs, schools & CBs may only utilise a Licensed Coach
 - o A licensing scheme will underpin the continued development of a coach's knowledge expertise and application.
 - o A systematic personal development programme for coaches will enable them to maintain status and demonstrate a commitment to ongoing learning, without having to progress up the coaching structure.
 - o Provide on-going bespoke coach information courses through improved tracking
 - o Access to Licensed coach clothing, resources and equipment
 - o sportscoachUK coaching materials and publications
 - o Discount at the RFU Store.
- B) During the consultation, suggestions that an Elite Rugby Coaches Licence should extend to coaches working within National League 1. There is some merit to this approach but the capacity of the Elite Rugby Department to manage this process is questionable without additional resources. Furthermore the RFU's definition of Elite Rugby is well established and any amendments to this could cause confusion. However, considerable feedback has led to the decision that there should be one coaching licence system, with the appointment of higher level coaches subject to their level of experience and coaching qualification.
- C) One of the RFU's & Community Rugby's strategic priorities is the retention of players & coaches within the '16-24' age groups. At Mini/Midi levels, there are a large number of qualified coaches, yet at 15-a-side levels the ratio is much smaller. The phased implementation will allow the community rugby coaching department to focus upon qualifying and developing coaches in line with the RFU Strategic Plan.
- D) A key consideration when developing the Coach Licence Scheme was to ensure that clubs continue to recruit and develop new coaches at youth levels without imposing significant and unnecessary bureaucracy. It is with this precept in mind that it is recommended that coaches of Under 7 & 8 age groups should be exempt from the Licensing Scheme.
- E) At the **Rugby Union Coaching Licence** level, coaches will be required to attend three recognised CPD events over a three year period. These could entail an evening seminar, a coaching conference, or courses delivered by external agencies such as sportscoachUK.

- F) Systems will be developed to ensure that coaches or clubs do not become embroiled in unnecessary administration. Coach attendance at CPD events will be recorded on a standard form and entered via the local approved coaching centre's administrator,⁷ upon the Rugby First database system. The only 'paper-work' that a coach will touch is their application form for either a qualification or a licence.
- G) The Department of Culture, Media & Sport (DCMS) through sportscoachUK envisage that club coaches and school teachers should be 'licensed to coach.' However, it is recognised that the differentiation between when a teacher teaches or coaches has not yet been clarified. In recognising the difficulties of imposing a mandatory scheme upon teachers, who work within autonomous establishments, it is recommended that discussions continue to negotiate a way forward with education stakeholders, (Department for Education & Skills, DCMS, Head Masters Conference, Independent Preparatory Schools Association and England Rugby Football Schools' Union). Recommendations will then be placed before the RFU Council at Phase 3 of the Implementation Plan.

APPENDIX B

Proposed Terms and Conditions relating to the RFU Coaching Licence

The licence and terms and conditions in the licence form an agreement between RFU and you, the coach. By accepting this licence you agree to comply with the terms and conditions and any other rules, procedures, codes of conduct, policies and guidelines of RFU and amends to these.

1 Introduction

- i) The Rugby Football Union ("RFU") requires all coaches of contact rugby to apply to the RFU for a coach licence. The coach licence provides evidence that the coach has met a minimum level of training and carries insurance. The coach licence is intended to demonstrate that a coach has meets minimum standards.
- ii) For the purposes of this scheme, a coach is defined as "anyone responsible for, leading or facilitating the improvement of a rugby participant at each stage of their development."
- iii) The Coach Licensing Scheme as a whole is intended to protect those within rugby union, both coaches and players and to encourage coaches to develop and become more proficient.
- iv) The Coach accepts that RFU has jurisdiction to investigate any complaints made against him/her and impose any sanctions (under condition 6 below) whether or not the events concerned took place before these terms and conditions were adopted.

⁷ The systems infrastructure and requirements appear at Appendix D

2. Applications

- i) A person who wishes to be a RFU licensed coach must apply to RFU for a coach licence on the form required by the Union.
- ii) In order to qualify for a coach licence a person must have obtained a coaching qualification either from the Rugby Football Union, another rugby union governing body, a coaching or teaching organisation which is recognised by RFU as equivalent to a RFU coaching qualification or have satisfactorily completed and maintained a RFU coaching qualification.
 - a. On obtaining the conditions outlined above, a coach must also agree to the Terms & Conditions of the Coach Licence Scheme which incorporate the Codes of Conduct expected by a Rugby Union Coach.
- iii) RFU may refuse to grant a coach licence to a potentially suitably qualified person in the following circumstances:
 - a. where RFU has undertaken a Criminal Records Bureau in relation to the applicant and the results of that check are not in the RFU's opinion satisfactory;
 - b. where the applicant concerned has been found to have committed a disciplinary offence (including a doping offence) by RFU or by any other sports governing body or international federation which in RFU's opinion means that the applicant is unsuitable to coach;
 - c. where the applicant is being investigated by the police or other relevant authority in connection with matters which affect his/her ability to coach (for example inappropriate contact with young people);
 - d. where another governing body or coaching organisation has withdrawn the applicant's coaching licence or similar accreditation;
 - e. where either the NSPCC or the Child Protection in Sport Unit or other relevant authority has suggested to RFU that the applicant should not hold a coach licence;
 - f. where the applicant does not in RFU's opinion have suitable qualities or abilities to be a coach;
 - g. where RFU reasonably considers that the applicant's behaviour (past or present) suggests he is unsuitable to coach; or
 - h. where RFU otherwise reasonably considers that the grant of a coach licence would be inappropriate.
- iv) If the RFU refuses to grant a coach licence to a potentially suitably qualified person RFU shall provide brief reasons as to why the coach licence has been refused. The person concerned shall be given an opportunity (usually seven days) to reply to RFU stating why he should be granted a licence before RFU makes its final decision. For the avoidance of doubt, a person whose coach licence is refused by RFU shall not be entitled to appeal RFU's decision.

b) Coach Licence

- i) The grant of a coach licence shall be for three years ("the Licence Period").
- ii) During the course of the Licence Period, the coach must adhere to these terms and conditions, the Code of Conduct for coaches and RFU's other rules, procedures, code of conduct policies and guidelines from time to time in force. The coach must also attend a minimum of 3 approved Continuous Professional Development activities (Appendix A).

- iii) If the coach adheres to the requirements in condition 3.2 above and his/her coach licence has not been suspended or withdrawn under these terms and conditions, he /she may apply for their coach licence to be renewed for a further period of three years, subject to agreeing to the Terms and Conditions & Codes of Conduct of the Coach Licence Scheme.
- iv) The RFU reserves the right not to renew a coach licence where it has reasonable grounds for suspecting that the coach may not have complied with these terms and conditions.

c) Code of Conduct

- i) As a responsible rugby union coach, a coach will:
 - a. respect the rights, dignity and worth of every player and treat everyone equally, regardless of background or ability;
 - b. place the welfare and safety of the player above the development of performance;
 - c. encourage and guide players to accept and take responsibility for their own behaviour and performance;
 - d. be appropriately qualified and update their coach licence as and when required by RFU;
 - e. ensure that the activities they guide or advocate are appropriate for the age, maturity, experience and ability of the individual player;
 - f. at the outset, clarify with players (and where appropriate their parents or carers) exactly what is expected of them and what players are entitled to expect from the coach;
 - g. co-operate fully with other colleagues (e.g. other coaches, officials, team managers, sport scientists, doctors, physiotherapists and governing body staff) in the best interests of the player;
 - h. consistently promote positive aspects of the sport (e.g. fair play) and never condone rule violations or the use of prohibited or age-inappropriate substances;
 - i. consistently display high standards of behaviour and appearance;
 - j. never try to recruit, either overtly or covertly, players who are already receiving coaching from another coach (whether or not licensed by RFU).
- ii) In addition, as a responsible rugby union coach, a coach must:
 - a. develop appropriate working relationships with players (especially under 18s), based on mutual trust and respect.
 - b. In particular, a coach will not exert undue influence to obtain personal benefit or reward;
 - c. strictly maintain a clear boundary between friendship and intimacy with players and not conduct inappropriate relationships with players.
 - d. Relationships with players can cause significant problems for other team members and can fracture teams, raising concerns of favouritism, or even of victimisation, should the relationship later end. In particular, due to the very special relationship between coaches and players:
 - coaches must not allow an intimate personal relationship to develop with any player under the age of 16. Any violation of this rule could result in a coach licence being withdrawn or restrictions being imposed on it under condition 6 below;
 - coaches should not allow an intimate personal relationship to develop with any player between the ages of 16 and 18 (who is coached or supervised by them either directly or indirectly). Players aged between 16 and 18 years may be vulnerable and an intimate personal relationship between a coach and such a player is never likely to be appropriate.

- e. Any complaint received by RFU in relation to an inappropriate relationship between a coach and any player aged between 16 and 18 will (as for all complaints) be investigated extremely thoroughly and any violation of this rule could result in a coach licence being withdrawn or restrictions being imposed on it under condition 6 below;
- it is also strongly recommended that coaches do not allow intimate personal relationships to develop with players
 - (coached or supervised by them) even if they are over the age of 18.

5. Criminal Misconduct

Any criminal misconduct on the part of a coach will not be treated as an automatic reason for a coach's licence to be withdrawn, but a coach's licence could be withdrawn or restrictions imposed on it (under condition 6 below) if his/her misconduct is such that it makes him/her unsuitable to continue to be licensed by RFU or tends to lower the reputation of RFU with its member clubs or with the public.

6. Withdrawal of Coach Licence

- i) In the following circumstances:
- a. where RFU has undertaken a Criminal Records Bureau check and the results of that check are not in RFU's opinion satisfactory;
 - b. where the person concerned has been found to have committed a disciplinary offence (including a doping offence) by RFU or by any other sports governing body or international federation which in RFU's opinion means the person is unsuitable to coach;
 - c. where the person concerned is being investigated by the police or other relevant authority in connection with matter which affect his ability to coach (for example inappropriate contact with young people);
 - d. where another governing body or coaching organisation has withdrawn or imposed restrictions on the person's coach licence;
 - e. where either the NSPCC or the Child Protection in Sport Unit or other relevant authority has suggested or recommended the person should not hold a coach licence;
 - f. where the person does not in RFU's opinion have suitable qualities or abilities to be a coach for the level at which he/she is coaching;
 - g. where RFU reasonably considers that the person's behaviour (past or present) is such that either restrictions should be imposed on his/her coach licence or it should be withdrawn on the basis that he/she is unsuitable to coach; or where RFU has received a complaint or has reason to believe that the coach has committed misconduct or is otherwise unsuitable to be licensed as a coach by RFU;
 - h. RFU shall conduct such investigations or reviews as it thinks appropriate in relation to the circumstances to establish whether the coach's licence should be restricted or withdrawn under condition 6.2 below. Any coach subject to investigation or review shall give RFU full co-operation in relation to the matter.
- ii) Where RFU has carried out an investigation and has established that one of the circumstances in conditions 6.i (a) to (h) exists, RFU may in its sole discretion:
- a. impose restrictions on the coach licence;
 - b. reduce the level at which the coach is licensed to coach;
 - c. withdraw (or not renew) a coach licence for such period as RFU thinks fit or permanently and, where RFU considers it appropriate, to impose conditions to be met before the coach re-applies for a coach licence.

- iii) For the purposes of condition 6.i (g), examples of misconduct are given below:
 - a) unauthorised removal of property from premises at which he coaches;
 - b) bullying, victimisation or harassment of players under his/her care or control, other players, fellow coaches, RFU staff, visitors or officials;
 - c) any act which brings/or could bring the sport of rugby union, RFU, or any other rugby union organisation into disrepute;
 - d) any act which endangers the safety or security of players, coaches, RFU's or any club's property, staff, players, members or visitors;
 - e) criminal misconduct (as specified above);
 - f) a breach of the Code of Conduct for coaches (set out in paragraph 4 above);
 - g) physical assault, violent or threatening behaviour;
 - h) deliberate disregard of the safety regulations of RFU;
 - i) disregard of RFU policy, procedure or of a reasonable instruction from a member of RFU or any club in a supervisory capacity;
 - j) fraud or theft from RFU, any club or their members, players, staff, officials or visitors, including falsification of expenses;
 - k) incapacity due to alcohol and / or drugs;
 - l) wilfully damaging premises or property;
 - m) dishonesty, including falsification of coaching qualifications;
 - n) any breach of RFU's Anti-Doping Rules and Procedures;
 - o) any inappropriate act or conduct in relation to children under the age of 18 and/or any breach of RFU's Player Welfare Policy or any welfare policy or child protection policy of any of the Home Countries' Rugby Unions or any rugby club;
 - p) any other action that may be reasonably considered to be misconduct.

- v) Where a coach's licence has been withdrawn or restricted under condition 6.ii, RFU, shall notify the coach concerned in accordance with the Appeal Procedures for coaches. The coach affected shall be entitled to appeal against RFU's decision ("the Decision") in accordance with RFU's Appeal Procedures for coaches.

- vi) Once the period for an appeal to be lodged has passed, RFU shall inform relevant clubs, players, Constituent Bodies and local authorities ("Relevant Organisations") that the coach has had his coach licence withdrawn together with details of the period for which it has been withdrawn and reasons for the withdrawal. Where an appeal has been lodged, RFU may inform the Relevant Organisations of the Decision and the fact of the Appeal.

- vii) Where a coach's licence has been withdrawn, a club or local authority may refuse that coach access to facilities and may expel that person from membership of the club or facility. In addition, RFU may recommend to a club or other organisation of which the coach is a member that the coach be expelled as a member (in accordance with the club's own rules).

7 Suspension of Coach Licence

- i) RFU may suspend a coach licence at any time whilst either RFU or another body is investigating a coach's behaviour in connection with his/her ability to coach or pending an appeal under condition 6.3 above.
- ii) Where a coach licence is suspended, RFU may notify the relevant organisations, players, facilities providers and local authorities.

8 Reinstatements

A coach whose coach licence has been withdrawn for a fixed period may, after the fixed period has expired, re-apply to the RFU for his/her coach licence to be reinstated. RFU shall consider the application in accordance with condition 2 and shall grant the coach licence to such person provided that no further complaints have been received and RFU considers that he/she is a fit and proper person to coach.

9 Data Protection

The Rugby Football Union is registered as a data controller under the Data Protection Act 1998. In administering the Coach Licensing Scheme, the RFU undertakes to process data in accordance with that Act. Please note that in administering the Scheme the RFU may pass information about your coaching status to other organisations concerned with coaching including without limitation Sports Coach UK, UK Sport, the NSPCC and relevant local authorities and social services departments.

10 Correspondence

- i) Any notification, correspondence or any other document submitted under these Procedures shall be sent in writing by first class post or recorded delivery (or airmail if outside the UK) and such documents shall be deemed to have been received by the intended recipient 48 hours (or if by airmail four working days) after posting.
- ii) All correspondence addressed to RFU shall be sent to: Coaching Development Department
Licensing Manager Rugby Football Union, Rugby Road, Twickenham. TWI 1DS

12 Amendment

The RFU reserve the right to amend these terms and conditions from time to time at its sole discretion.

APPENDIX C

Recognised Continuous Personal Development Approved Courses – Sample

A coach will be required to attend one event from each Band in each three year licensing period.

CPD Module	
Band A – Safety	
Scrummage Clinic	√
Rugby First Aid	√
Level 1 Certificate in Coaching Strength & Conditioning	√
Level 2 Certificate in Coaching Strength & Conditioning	√
Injury Prevention and Management (scUK)	√
Band B – Technical, Tactical, Physical	
Continuity in Contact	√
Core Skills	√
RFU Level 2 Coaching Conference	
Level 3 / 4 Conference	
Developing Line-Out Play	√
Back Play	√
Kicking Skills	√

Top Coaches Programme (TOPCO)	√
Premiership Coaches Conference	
Fitness & Training	√
Fuelling Performers	√
SAQ Level 1	√
SAQ Level 2	√
Developing power & speed	√
Fitness and Training (scUK)	√
An Introduction to Long Term Athlete Development (scUK)	√
An Introduction to the FUNdamentals of Movement (scUK)	√
An Introductory To Core Stability (scUK)	√
Developing Power and Speed (scUK)	√
Fuelling Performers (scUK)	√
Improving Practices and Skill (scUK)	√
Band C - Coaching Process & Ethical Coaching	
Analysing Your Coaching	√
Coaching Children & Young People	√
Coaching Disabled Performers	√
Coaching Methods & Communication	√
Observation, analysis & video	√
Performance Profiling	√
scUK High Performance Workshops	√
Ashridge Programme of Continuous Professional Development	
CPD Workshops / Masterclasses	√
Analysing your Coaching (scUK)	√
Goal Setting & Planning	√
Coaching Children and Young People (scUK)	√
Coaching Disabled Performers (scUK)	√
Coaching Methods and Communication (scUK)	√
Creating a Safe Coaching Environment (scUK)	√
How to Coach Disabled People in Sport (scUK)	√
Imagery training (scUK)	√
Equity in your Coaching	√
Coaching & the Law (scUK)	√
Safeguarding & Protecting Children (scUK)	√