



**NEW SOUTH
WALES**

**SURF LIFE SAVING NSW
STATE TEAM MANAGEMENT HANDBOOK**

Revised September 2018

1. INTRODUCTION

This handbook is written to provide guidance to all SLSNSW appointed State Team Management when managing teams who are competing as officially selected NSW State Team Athletes at any and all events.

Selection onto a State Team as an Athlete is an honour and so too is selection to the management group who accompanies the team to competition. Whilst responsibilities vary, there are standards of behaviour and protocol which are required whenever a group is selected to represent NSW. This handbook covers the issues Team management may be required to deal with as part of their assigned duties.

2. PROFESSIONAL PERSONAL BEHAVIOUR

As the TM you have the responsibility to carry out your duties diligently, impartially, contentiously and to the best of your abilities. A number of broad principles have been adopted:

- Be professional in the manner in which you carry out your duties. The manner in which you undertake your duties reflects not only upon you but also SLSNSW. This is especially vital given at many times you will be responsible for the safety and well-being of athletes under the age of U/18
- Be familiar with the SLSNSW values as these should guide your behaviour and decision making.
- Maintain the integrity of SLSNSW by displaying the highest standards of honesty and avoid any situation that could rise to conflict between personal interest and public duty
- Take responsibility for the decisions you make and be prepared to account for your decisions and actions

3. AUTHORITY LEVELS

Appendix 1 details the position descriptions for the various roles appointed to each team. For all teams the Team Manager will be the ranking official at all times and will act with full delegation of SLSNSW from the time the team officially convenes until it is released.

If the team manager is absent for any reason (e.g. accompanying an athlete to hospital), he/she will designate another member of the management group to the role as Acting Team Manager until his/her return.

Matters of a sporting nature will rest with the Team Lead Coach (LC), so with respect to athlete adherence of team plans, tactics, pre- race requirements etc., these will be the responsibility of the LC to administer and enforce. Where an athlete's adherence to such instructions then becomes a behaviour issue, at that point the TM will take responsibility for any disciplinary measures which are required to be imposed on the athlete.

The TM will induct all team management members at the start of the camp and confirm their allocated roles and responsibilities as noted in the job descriptions. Any specific aspects of the camp/trip are to be raised by the TM prior to the team departing.

4. TEAM CONVEENING/RELEASED

The team will officially convene at the point at which athletes arrive at the designated assembly area (for example the airport for interstate trips). Athletes and officials will remain bound under the State Team behavioural policy as agreed under the rider agreement and team management agreement until the team is dismissed by the TM (e.g. upon arrival back to Sydney Airport). The TM will retain a register of athletes who have reported to the team assembly

Where athletes have been given prior permission to join the team at the Team's final destination or some other point, this allowance will be confirmed in writing and joining the team will commence at that point. Similarly if an athlete is approved to leave the team environment early or separately from the main group, prior confirmation will be made and the athlete at that point will no longer be considered part of the Team.

Note for U/18's – Athletes parents or guardian's must report with the athlete to the assembly point and "hand over" the athlete to the TM. At the conclusion of the team, athletes will not be released until a parent or guardian (pre advised to the TM) physically reports to collect their child. The same process applies where the athletes travels independently of the team. Where parents request the athlete travels independently and without the presence of a parent or guardian, SLSNSW must have negotiated arrangements, approved of and been provided with written confirmations.

5. SAME SEX CHAPERONES

All teams must have at least one (1) same sex chaperone who accompanies the team. Wherever an athlete is separated from the team (e.g. attendance to hospital after injury), a same sex chaperone must accompany that athlete.

Where a team does not have a same sex chaperone immediately available (e.g. a female chaperone has accompanied a female to hospital and only male management remain), a same sex parent will be drafted into the team in an acting capacity.

Note for U/18's - Given the NSW Child Protection Act allows parents of children to act in supervisory/coaching roles without the need to obtain a WWCC this approach is consistent with the legislation.

6. ACCOMMODATION & ROOMING

The TM will work with SLSNSW staff to allocate athletes to rooms. At all times rooming must be on a same sex basis. Where accommodation has rooms on different floors, wings or areas, a member of the Team Management must be located to each area. Athletes should be divided into rooming areas on gender and a female chaperone or manager must be allocated to the female room area/floor for the duration of the stay.

Visitors will not be permitted in the team accommodation unless approved by the TM.

7. CURFEWS

The TM will set a curfew for each day the team is on camp, this may vary dependent upon the activities of the following day (e.g. late start, competition has concluded, early competition start times etc.). A curfew means all athletes must be in their allocated room by the curfew times.

Subject to competition preparation as determined by the LC, athletes may leave their accommodation and travel independently outside of competition/training hours, i.e. they can leave the accommodation to get meals, socialise etc. They must report to TM of their intentions and report back by the curfew time

Note for U/18's – The TM will undertake a roll call of athletes and physically ensure they are all in their allocated rooms at the curfew time.

8. ALCOHOL & DRUGS

At no times can any illicit drug be consumed by a team member.

At ALL times, all team members are subject to the laws relating to the procurement, consumption and provision of alcohol – specific to the country and/or state they are in at the time. It is the team member's responsibility to know the laws around the use of alcohol, and any other substance for any location they visit or reside.

- I. Alcohol cannot be consumed;
 - a. by any Team members, whilst in-transit/ travelling for State team or squad activity e.g. road, in-flight, airport (includes whilst driving team vehicles at any time);
 - b. by any Team members in SLSNSW team clothing (includes purchasing);
 - c. by any athletes during competition – this period starts at assembly point prior to the event and ends with when the TM has signed off the team

Note for U/18' – At no time can alcohol be consumed by any Team members under 18-years.

Where any team member is in breach of these conditions, they will be dealt with under the SLSNSW Disciplinary Policy.

9. MEALS AND OUT OF COMPETITION ARRANGEMENTS

Where possible the TM should arrange for meals to be undertaken as a team activity. There will be time due to competitions schedule where this will not be possible. In such instances athletes should be made aware that they will be required to source their own meals/arrangements have been made for athlete to have ready access to meals. Unless otherwise specified athletes will be responsible for the costs of their own meals.

Note for U/18's – at all times athletes must be accompanied by team management when leaving the competition venue or accommodation. In a mixed age group team the TM must ensure arrangements are in place for U'18's to be accompanied for off-site meals/arrangements made such that they can consume meals on-site.

Where teams are fully under age teams, the TM must make arrangements for whole of team meals. Where meals are to be eaten at a licenced venue the TM must ensure all athletes remain in the

appropriate areas designed for u/18's in that venue (e.g. away from bar areas at clubs). Where meals are to be prepared and consumed on site, TM's must fully supervise any cooking activities undertaken by the athletes at all times.

10. USE OF CONFIDENTIAL INFORMATION

You will have access to confidential information of athletes as supplied to you to ensure you can deal with any situation (medical or otherwise) as it arises. SLSNSW has a clear privacy policy with respect to confidential information.

The following guidelines should be adhered to:

- You should not disclose any confidential information gained whilst being part of the Team management unless you are required to do so by law
- You must never use confidential information for your own gain
- You have a responsibility to ensure that any confidential information in your possession or for which you are accountable is kept secure and cannot be accessed by unauthorised people.
- You must follow these guidelines even in an emergency, noting medical information may be supplied to doctors and other authorised medical staff with respect to the treatment of any condition
- If in any doubt you should contact SLSNSW as soon as possible to seek clarification on your course of action

11. PUBLIC COMMENT

Public Comment includes public speaking, comments to the media or in an email/ letter to newspapers and expressing views via the web and social media, where it could be reasonably expected that the comments will spread to the community at large.

The following guidelines should be followed if you are required to make public comment on any matter whilst associated with the team.

You should not make public comment where:

- It could be perceived by other people that you are expressing a view of SLSNSW
- If your views could be perceived by others as making you unable or unwilling to carry out your duties in line with the views and policy of SLSNSW
- If the public comment is defamatory

Where media are requesting comments or information on results of competition this may be made on a factual basis, you are not to provide opinion or editorial on matters

Prior to making any public comment on matters outside of competitions results you should make sure you have the full approval of SLSNSW, and that SLSNSW has requested that you be the spokesperson for a specific matter

12. SUSPECTED ABUSE AGAINST A TEAM MEMBER

If you suspect or have had report to you an alleged abuse against any team member (athlete or team management) you are obliged to act on that information.

The first priority is to ensure the immediate safety and health of the affected individual. Any calls for first aid, medical or police support should be made as per the critical incident process below. Once the situation has been stabilised, you should carry out an investigation into the matter. Where the matter involves a perpetrator not associated with the team, the police should be notified immediately and advice sought as to what information and statements are required by them. You are to follow these and maintain a file of all contact and information provided. SLSNSW should be phoned immediately.

Where the abuse is alleged against a team member you should seek to interview that individual immediately. You will be required to have two people present for any such interview one being same sex as the alleged perpetrator.

If the matter is deemed serious enough where it could be considered a criminal action or the on-going safety of other team members is not guaranteed, the matter should be reported to the police immediately and the individual detailed away from other team members. In such instances SLSNSW should be notified by phone immediately.

Where the incident is not of a nature where in your opinion criminal charges would not be pursued, the individual should be counselled. It may be necessary to amend rooming allocations to ensure the peace of mind of all team members. Where any action is taken, SLSNSW should be alerted by way of text or email and a full written report completed as soon as possible.

The onus of response should always be with the victim of any abuse insofar as their on-going well-being is the priority of the TM.

Where allegations are against a team member, a disciplinary hearing will be convened upon return of the team.

A full report of the incident is to be submitted by the TM at the conclusion of the event unless directed to be completed earlier.

Note for U/18's – Where ever an abuse has occurred the TM should contact the parents of the affected athlete to explain the situation and the remedy measures which have been undertaken. The TM should also contact the parents of the offender (when that person is a team member) and explain the situation and what remedy measures have been undertaken.

13. GROSS MISCONDUCT BY TEAM MEMBERS

Where gross misconduct is alleged to have occurred, the TM must act on any suspicion or report made to him/her.

The investigation should be as far reaching as the TM believes is necessary, to discover if any breach of the Athlete Agreement has occurred with respect to behaviour. Accused team members should be afforded a transparent and investigatory process where a right of reply is granted. You will be required to have two people present for any interviews of team members, one being same sex as the team members at all times.

The TM is delegated authority to impose any sanctions or penalties as they see fit against any proven breach of the rider agreement and/or if the athletes or management bring SLSNSW into disrepute.

Where the TM believes it is in the best interest of the team that the team member be expelled from the team, SLSNSW is to be notified by phone immediately.

Where the individual is over 18 years in conjunction with the SLSNSW office, transport will be arranged for the individual to leave the team and return home immediately.

Subsequent disciplinary hearings will be conducted in accordance with the SLSNSW disciplinary policy.

Note for U/18's – where and U/18 is to be sent home from a team, this may not be done without that team member being accompanied back to Sydney where they will be handed over to their parent/guardian. This includes being accompanied by a same sex chaperone in the case of a female athlete. The TM and SLSNSW will determine arrangements should such an incident occur. If upon the written approval of the parent/guardian this may include the athlete travelling alone as per the minor air travel policy applied by airlines where the minor is checked into the care of airline staff and hand over to the parent in the terminal at the destination (i.e. home). Regardless of the misdemeanour they are accused of, the care of the athlete as a minor remains a priority of SLSNSW.

NON-CRITICAL INCIDENT MANAGEMENT

A Non-Critical Incident includes any time where an athlete or Team Management member has sustained an injury or illness which does not require hospitalisation. In these instances the illness or injury is treated by the first aid staff on hand at the event or where no medical assistance is required.

In these instances the athlete should contact their next of Kin/other family member to confirm the extent of their injuries. This responsibility is left entirely to the athlete

Note for U/18's – The TM should ensure that the athlete calls their parents/guardians to explain the extent of the injury illness. The TM may also decide dependent upon the situation to also speak directly with the parent /Guardian

14. CRITICAL INCIDENT MANAGEMENT PROCESS

There are three categories that a critical incident will fall under. A critical incident may include:

- A significant injury or death
- Natural disaster or act of terrorism

What is your role if you are faced with a critical incident?



There are Three Categories of Critical Incident.

I. Category One

A direct critical event that has caused, or has the potential to cause serious physical and/or psychological harm to an athlete or Team Management member. Examples of Category 1 events:

- death
- serious injury
- victim of a serious crime (rape, assault)
- act of terrorism or natural disaster

SLSNSW must be contacted immediately. The TM and SLSNSW to discuss the incident and priority order of contacts. Response to be discussed but could include immediate flights from location, support staff sent to location, councillors arranged to support other team members and family, immediate media comment.

Where a death has occurred it is normal practice that the Police in the home state of the Athlete or Team management member's next of Kin resides will personally advise the next of kin of the death. SLSNSW will ensure counselling and support services are available to the Next of Kin/Family members in such an instance and /or arrange for transportation to the venue as requested.

Where a serious injury has occurred the TM will contact the Next of Kin (as noted in the athlete agreement) as soon as the situation is stabilised and the individual is being transported to hospital. SLSNSW will arrange for the transportation of the next of Kin/family to the hospital where the individual is being treated is arranged.

Where either a death or serious injury has occurred The TM must ensure all team members reframe from the use of social media to report or comment upon the death or serious injury until such time as the event is confirmed with the Next of Kin. The TM will also seek such an embargo from other teams competing at the event out of respect to the individual and family.

II. Category Two

A direct or indirect critical event that has caused, or has the potential to cause significant physical and/or psychological harm to an athlete, coach or staff member.

Examples of Category 2 events:

- Significant injury requiring hospitalisation
- Significant injury which may end the career of the athlete
- Witness to Category 1

SLSNSW may be contacted to discuss an appropriate response.

III. 3. Category Three

A critical event that has the potential to cause physical and/or psychological harm to an athlete, coach or member of staff. Examples of Category 3 events:

- Injury which may end an athlete's tour/carnival/meet
- Alleged positive drug test

- Alleged perpetrator of crime

Relevant staff contacted as soon as practical. Response could include a debrief session, access to psychology staff and support of the family.

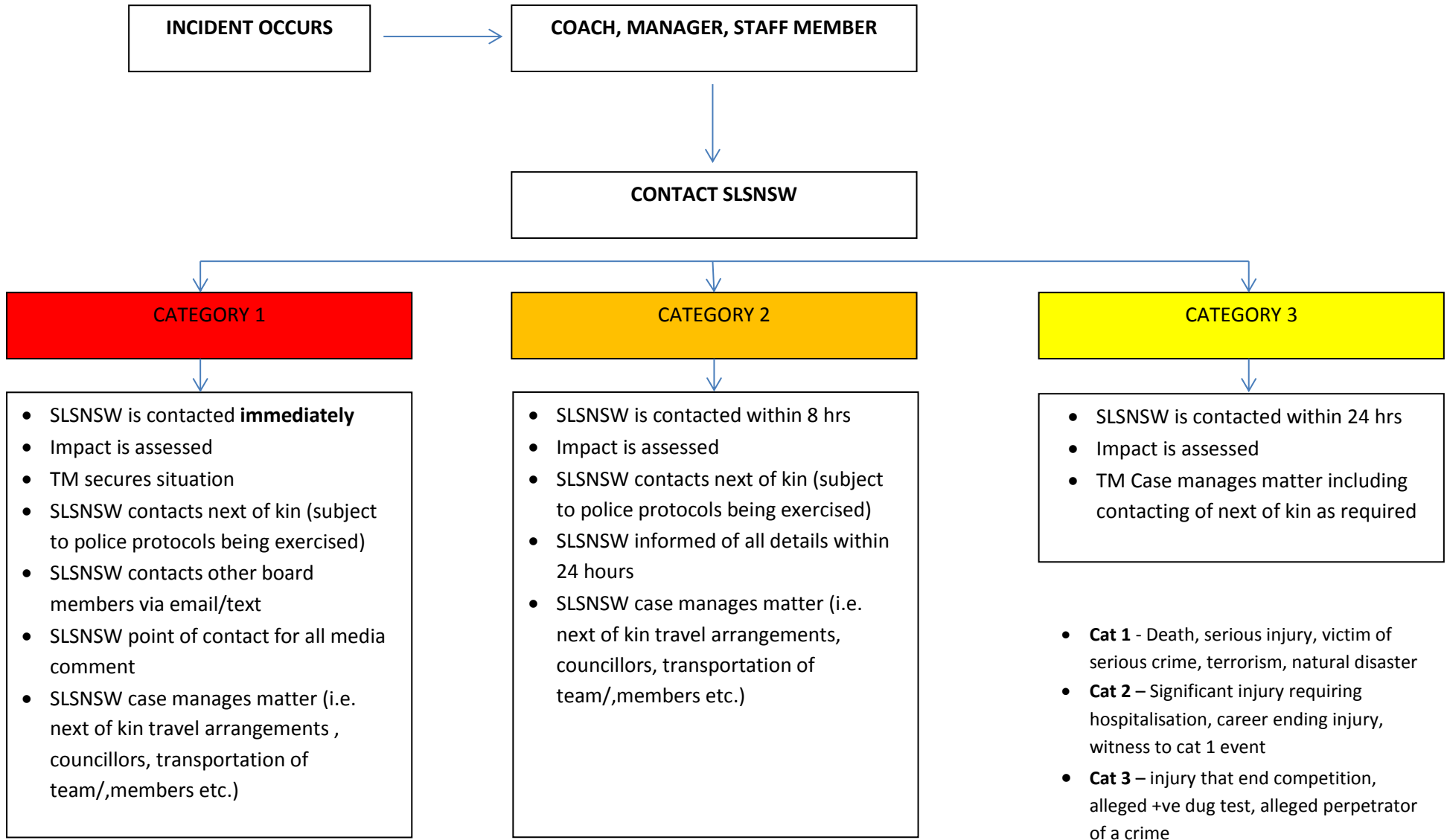
A report of any incident which fits into the critical incident category should be submitted to SLSNSW. For Category 1 & 2 events that must be submitted within 48 hours of the incident. For category 3 incidents within 48 hours of return from the meet/tour/carnival

16. CONTACT LIST

Athlete contacts and next of Kin Details are included in the Team Managers File issued with each team.

CRITICAL INCIDENT FLOW CHART

FIRST 48 HOURS RESPONSE CHART



18. TEAM REPORT

All TM's must submit a Report on the Team as per the template in appendix (1). This report is may be presented to the Board and/or is used to gain an insight into all aspects of the Camp/competition from competitive outcomes, to athlete behaviour and logistical aspects. The report is a critical part of SLSNSW's continuous improvement process.

APPENDIX 1 – TEAM MANAGERS REPORT

Please note, the below is an example of topics to cover in your management report, the template does not need to be followed exactly.



**NEW SOUTH
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Team Managers Report

TEAM ▷	
MANAGER ▷	
CHAMPIONSHIP DATE ▷	

Executive Summary

<The Executive Summary should provide a brief summary of the Team - composition, location of the event, performance results and any key issues or lessons learnt that may require further investigation by SLSNSW staff >

SLSNSW

<Team Description>

1. Team Selection & Preparation

< This section should outline the number of athletes and staff in the team, views on selection process, and any training >

<Provide details of any Team meetings / contact held prior to departure. For example, Anti-doping and Drug Policy education, travel expectations if travelling as a Team (wearing of team uniform, etc.).>

2. Team Performances

<Overall summary of the event(s) with the team outcomes provided, such as the number of gold, silver, bronze medals won>

<Any additional awards achieved should also be listed >

<Any stand out performances by an individual athlete should also be highlighted in this section>

3. Team Administration

- a. **Travel to Event.** <This section should provide details as to how the team members and staff travelled to the location of the event, as a group or individually, by what means, how long prior to the event and when and how did they return home after the event.>
- b. **Accommodation.** <How and where was the team accommodated. What capability for meal preparations was available in the accommodation? What rooming arrangements were put in place and how well did they work. Where there any issues relating to the accommodation arrangements that need to be considered in the future planning >
- c. **Team Transport.** <Detail the transport arrangements and resources that were employed to transport the team from accommodation to event and return. Was the transport adequate >
- d. **Team Daily Routine.** <What training arrangements were instigated, what meetings were held with the team, any ideas for future improvement>
- e. **Meals.** <How were meals provided for the team? What preparation, planning and coordination had to be implemented to ensure all riders and management were adequately fed at the required times>
- f. **Team Uniform.** < Where there any issues regarding the uniforms and if so what action was taken to address the matter>
- g. **Overall Team Behaviour.** <Detail any issues regarding management or athlete behaviour that had to be dealt with whilst away and how this was handled. Provide details of any actions that need to be followed up by SLSNSW>

4. **Team Management**

<What roles and responsibilities were covered by the team management? Where there any issues relating to roles and staff interaction, either internal to the team or externally with officials and/or parents>

<Is there any role that was not required or not filled that should be considered for future teams?>

**APPENDIX 3 -CRITICAL INCIDENT REPORT
SURF LIFE SAVING NSW CRITICAL INCIDENT REPORT FORM**

Time of Call (Syd):		Date:	
Name of Caller:			
Role:			
Contact Details of Caller:			
Name of Peron (s) involved in incident:			
Team Title:		Total Involved:	
		Date of Incident:	
Location of Incident:		Time of incident	
Where is the person(s) now?			
Are they safe?			
Are other team members safe?			
Is the caller safe?			

<p>Has Next of Kin been contacted? (Time/date)</p> <p>If so whom (Mother/Father/Partner/Other)?</p> <p>Contact Details:</p>

Impact matrix: TM to review and decide impact of each situation on a case by case basis. It is possible for a category 3 event to have a major impact on those involved depending on age and situation of those involved

Impact On:	Individual	Team Squad	SLSNSW
Physical	Yes/No	Yes/No	Yes/No
Psychological	Yes/No	Yes/No	Yes/No
Performance	Yes/No	Yes/No	Yes/No
Media	Yes/No	Yes/No	Yes/No
Legal	Yes/No	Yes/No	Yes/No

Summary of Incident:

Category (circle)	1	2	3
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Name:

Signature:

Date: