**Team Management Guide**

**This is my first draft and a working document, I have repeated myself several times, if I have missed anything please let me know so I can add - Karen**

The costs for the Coach and Manager on official tours must be covered by PASA.

PASA charge very low annual membership fees and therefore do not have a large amount of funds available for tours. PASA members will need to help raise funds to cover the costs for the coach and manager. All Raffles and fund raising on a PASA letterhead are considered PASA fundraising and not individual fund raising. PASA members (players selected and parents of players) tend to feel they are separate from PASA and expect funds to be forthcoming and they also expect refunds if they raise more than needed. I feel strongly that the team must function as a team from the beginning and this is to include fund raising activities and the splitting of the funds raised. WE have tried to credit each player with their raffle ticket sales but this is not ideal especially if some parents have donated saddles or prizes for the raffle but are not credited. Some parents find large sponsors but don’t sell raffle tickets. It all gets a bit confusing. Rather pool the money raised from raffles and sponsors, pay the expenses and if there is a credit balance at the end of the tour, discuss with executive about rolling the funds over for the next junior tour or refund the parents equally.

If the parents are travelling with the team, do not let their finances get mixed in with the players. They must pay their own way with air tickets , Supporter kit, car hire, accommodation. It is extra admin to try and keep track of the parents expenses and especially if you have to ask them for money after the tour. They must pay PASA directly for supporter kit. Preferably pay the airline or travel agent directly. Try stay out of the parent’s expenses. You are managing the players and not the parents. You have enough work to do.

Raffle ticket money must be paid directly into the PASA account.

Be careful what you promise the parents in the beginning. Have this in writing it will bite you at the end of the tour!!!

PASA Banking Details - Nedbank 1349074586, Branch 198765

Its best to elect a manager and coach a month before the team is announced so that the coach can have some input on selection and the manager can do some research and draw up a budget so the parents know what deposit they will need to put down well in advance. This election procedure is clearly explained in the SAEF Election Procedure document.

**Squad Camps**

Try and plan Squad camps at the first meeting after selection. Know in advance which dates suit your coach so you can put forward the proposed dates of the camps. Try and keep camp costs down by hosting players at someone’s house, having the venue at a central place, get parents to help with food and drinks.

Have a timetable in place for each squad camp so players know what to expect, what time to be there, what to wear, how many horses to bring and what refreshments and bedding to bring.

Have a budget out so they know the cost of each camp

**Out Going Tours and incoming tours administration:**

I have put a lot of information and templates onto the webpage under the “International test series” tab. You will find PDF docs of the logos you will need and the SAEF national colours document which explains how everything must work and what the logos should look like.

For all official Tours, the selection criteria has to be followed exactly (can be found on webpage)

Teams must be presented to SAEF for approval before they are announced Please make sure this has been done.

All kit must have correct South African branding which has to be pre-approved by SAEF, they see photos on facebook and will create a problem if things are not done correctly.

Passports – Get copies of all teams passports first thing, make sure passports are still valid, when buying air tickets make sure the name on the ticket is exactly the same as the name on the passport!!

Visa requirements – Find out what is required and get players to apply early

Air tickets – Extra luggage, check can take stick bag and 2 bags of 23kg (saddle bag and clothes bag)

SAEF Code of Conduct – All players, coaches, manager, horse coordinator and PARENTS must sign the relevant codes of conduct, these are on the webpage

Indemnity form – especially for incoming barbarian tours, get all players to sign, South African and visitors, Outgoing tours – get the South African players to sign, word the form as needed, get advise on this

Release letters - Needed for international players playing overseas if the tour is not official, very important if hosting a barbarian tour. All incoming players must have a release letter.

Medical Aid – Make sure you have all the medical aid details, make sure they are covered for International travel, make a file with all the players details so if there is an accident you just reach for the file. Questionaire on the web page, can also draw up your own. Get permission to give the players some over the counter medicine, panado, Ibrufen, antihistamine, immodium, cough mixture etc – draw up a list of possible medications you may use and get parents to sign. Remember to try and contact a parent if they are not with the child and inform them that you have administered some form of first aid.

Programme – If you want a programme you will need to get all the player profiles and photos together for both teams, get help with this. Get parents to sell advertising for the programme to cover the costs of printing. The hosting country may need you to send your team’s profiles and photos to them.

Horse information sheets for incoming tour – players need to fill in two sheets per horse and the horse coordinator and coach must put the horses in two pools. Put the horse sheet into the relevant folder with the pool name labelled clearly on the front, 2 folders per pool. One folder goes to the team and one goes to the horse co-ordinator

Payments to PASA – make sure you keep a simple ledger of what has been paid to PASA and what you have spent. Make sure all payments have a reference with player name and tour name. Ask the parents to send you a proof of payment so you can check what reference they used and what account they paid the money into.

Keep checking with PASA secretary so that you are both on the same page. When you want to buy kit you need to get an invoice made out to PASA , email it to the PASA secretary , who will then get the necessary clearance to pay it on your behalf. All money raised must be deposited into the PASA account and not into personal accounts. This is for accountability and traceability. Pasa cannot pay any accounts if there are insufficient funds raised. Very important to stick to budget.

**Your Management Team for incoming tours**

* PASA secretary should set it up but you must check all is in place, this is just so you know what should happen.

**Tournament Committee** – this committee should be set up before the tests, normally the chief umpire, the pasa secretary, the team’s manager or coach, a member from the hosting club, the horse welfare officer and the coach.

**Umpires.**

Chief umpire should set up umpires for incoming tour and a schedule for the series. Chief umpire to organise umpire ponies and umpire jackets, whistles

Chief umpire to nominate an umpire to take on outgoing tour should this be required

 **Horse co-ordinators.**

 Incoming tour -You will need TWO horse Co-ordinators, one for the South African team and one to look after the visiting team. This is important, make sure they are sorted out before the tour begins

Outgoing tour – Try and take a horse co-ordinator with you, very useful to have one on tour, a parent could be a horse co-ordinator to save on expense. Juniors are not good at bandaging, plaiting and tacking up. If outgoing tour is overseas you will get limited grooms and you will need parents to hold horses and help tack up.

**Vet for incoming tour**

There must be a vet on duty for the horse trot out and when the tests are being played. Pasa secretary to organise, just check it has been done.

**Medics**

Medics must be at the field for all practises and test matches once the horse draw has taken place. Pasa secretary to orgainise

**Score Sheets, Nomination sheets, prizes**

PASA secretary will organise all of the above

**General Information and advice**

**Reliable Suppliers**

**All these suppliers have the PASA logo and the protea logo set up so they should not charge set up fees.**

**Ryan Kiepal, Absolute Sport -0832579611**

All clothing and gifts, all branding done

**Sally Bester – Hallmark 0836798520**

All clothing and branding (embroidery etc)

**Ilyas Patel - 0847772142**

Stick Bags

**Allisons Saddlery 0333429576**

Numnahs, saddle bags, stick bags, bandages and over reach boots

**Bombers 0832341960**

Saddle bags, stick bags, kit

**Xco – Dave 0793894793**

All clothing

**Gaff – Sean or Mauve , 0333909207**

Shirts, embroidery

**Trendy Graphics 0333946176**

All clothing and embroidery

**Kit:**

Kit needs to be ordered as soon as the team is announced so that you have plenty of time to get it made, if you have a good idea of what you want and what you have budgeted for then it wont be a problem. Get your playing shirts sorted first, casual shirts don’t take long to make and as your get sponsors you could order them.

A good idea is to draw up a kit order form with description of the kit required and costs, parents can sign the form. Not all players will require all the kit as they may already have certain items for example Blazers, ties/scarves/ chinos, skirts, new white jeans, yellow bandages, over reach boots, saddle bags and stick bags.

Kit can get out of hand and expensive

Make sure you take photos of kit with sponsors branding so you can include a photo when writing a thank you letter to each sponsor.

Your Basic kit should include -

-playing shirts, minimum of two per player, 3 is a luxury although nice to have. Kids swop shirts at the end of the tests so two is the minimum otherwise they will not want to swop.

-A few casual shirts for practise days

- Riding jeans for practise and good white jeans for the tests. ( Players to supply at their own cost, unless you get a sponsor and can add their logos down side of legs, some teams in the past have chosen to embroide South Africa down the side of the leg , players supply the jeans and manager co -ordinates the embroidery, not necessary but nice to have!)

-A warm jacket depending on where you are going

(I found dealing with one supplier really helped,)

Formal kit, Boys - chinos, brown shoes, white shirt and tie with Blazer

 Girls - Beige skirt, matching shoes, stockings, white school blouse , SA Scarf and blazer

Unofficial kit Boys – Chinos/smart jeans, formal shoes, golf shirt and team jacket

 Girls - Chino/jeans/ skirt same colour as boys, golf shirt and team jacket

The players must look uniform and smart in all cases

-Official uniform requires Scarves and ties which can be bought from XCO

-A numnah (Usually from Allisons saddlery)

For the rest of the kit it depends on how much money you have raised

Saddle bags, stick bags, hoodies, caps, day sheets

Before you leave print a packing list for the players for their tack and their personal kit.

**Branding**

If the tour is unofficial , kit in navy and white, PASA badge with tour name below, logo is on the webpage

If the tour is official, kit in Green and gold, Protea badge with the words Equestrian, Polocrosse, Junior. You can add manager or coach to that. If a Senior tour just have Equestrian Polocrosse. The Logo is on the webpage, the SAEF Logo will also need to be on the kit.

All official kit - send proofs to SAEF for clearance

Quite a good idea to have the players names embroided onto all kit as they lose things, especially if you are all doing your laundry together!

All the logos on are the webpage on the International Tours page, open the SAEF selection document

Make sure all the sponsors get their logos onto kit, major sponsors must be on the playing shirts or numnahs, players post so many photos of them playing , the sponsors get great mileage if their logos are visible on these photos.

**Prizes and gifts**

The PASA secretary will organise prizes for incoming tours, you just need to check all is in order or if there is anything you can do to assist. Prizes need to be ordered a few weeks before the tour so do it early, Plan what you need. For an incoming you need to order winners, runners up, best player individual prizes. Make sure you order two extra trophies so the manager and coach are included in the prize giving.

Badges can be ordered for your teams blazers, not necessary but the kids love them, little pasa badge or SA Flag or you can have a badge made up with two flags, SA and the opposition

It is a tradition for players to exchange gifts, have this conversation with the opposition manager so you are all on the same page as to what momento to give, some ideas -

Cups, badges, bead work, bandanas, caps, carvings, key rings for stick bags, photo frames,

Ask the host nation if you are expected to bring any prizes,

You may be asked to bring best player prizes.

You will need to organise gifts for your coach, umpire, and horse co ordinator

You may need thank you gifts for hosts, people who have lent cars,

In Africa you will need to take gifts for grooms for overseas trips you may need gifts for people who help you with horses, you will only know how many once you get there.

**Accommodatio**n

Have all options sorted so that you can discuss options and costs with the team once they are announced.

**Accommodation for outgoing tours**

If host offers camping, make sure you have all the equipment you need, draw up a list, for example

Torches, tables, chairs, kitchen tent, gas stove, plates, knives , forks, spoons, pots, washing up dish, dish clothes, mattresses, blankets , extension cords kettle, frying pan….. just think about what you will need to cook meals and eat comfortable.

 If the host cannot guarantee you most of what you need rather don’t camp or get parents involved in sourcing stuff for you, you will need to network and ask hosting country contacts to lend you things. Do not rely on the hosting country tournament committee to supply you more than the basic tent and bedding. Ask questions and hussle or you will be uncomfortable!

B&B – make sure they are near the field, self catering with a kitchen area are far cheaper than buying food all the time, plus you can make salads and eat healthier food if you supply it , good idea to get the parents involved here with a cooking roster or shopping roster. Laundry is another chore to be shared out, you may need to wash the bandages between test matches.

Billeting out – a great option except your team is spread all over the place and hard to get them together, need to have a well planned time table so everyone knows what time to meet at the fields, good communication is very important here.

**Medics**

 Double check the medics have been booked, clarify who pays for the ambulance to go from the field to the hospital so everyone knows. Medics must be on duty during practise times as well as the test matches. Make sure this is in place if you are playing overseas. This is an IPC rule and do not play unless an ambulance is at the field.

**First Aid Kit**

A very basic first aid kit is useful to have especially for outgoing tours

Plasters, antiseptic cream, detol, gauze, cotton wool, immodium, panado, ibrufen, antihystamine

**Important documents for parents to sign –**

 **VERY IMPORTANT FOR ALL TOURS, DO NOT LET PLAYERS PLAY UNLESS YOU HAVE THIS**

Get a basic medical form filled in by all parents stating childs medical aid details, medical aid number, main member name, address , cell numbers, Doctors name and contact details and who to call in case of an emergency, any allergies etc. the document template can be found on webpage

Get parents to sign a consent form giving you permission to administer basic first aid such as panado, ibrufen, antihistamine, immodium – you can draw up your own document to suit your tour and the medicines you are taking with, or use the template on the webpage. Do not even give a player a panado if the parent has not signed a consent form.

Have a copy of the following documents in a file which must be with the manager at all times.

- travel medical insurance

- Parent’s consent form for you to administer basic over the counter medicine

- Medical Aid details and copy of medical aid card.

- Draw up a basic indemnity form for parents to sign especially for incoming tours – template of document on webpage

**Car hire -**

Ask hosting country for advise on where to hire a car , who has best rates, locals know more than you.

If the hosting country is lending you a bus or vehicle , double check size of vehicles. Need to fit kit and all the team.

Make sure you have enough drivers with international drivers licences if they are required in country you are going to. Find out what is required.

Ask the car hire company what deposit is required to hire the car and what the excess on the insurance is. If you damage car the excess can be huge, might be worth getting bridging insurance from your insurance in South Africa or shopping around. Some car hire places have higher rates but lower excess. All Car hire companies take a large deposit off your credit card if you are the one booking the car. Make sure you have the funds available on your personal credit card to cover this. You get refunded once the car is returned. Ask the car insurance what this amount is and how long the refund takes.

Remember how much space you need for saddle and stick bags, may need to hire a trailer or ask the host country to meet at airport with a bakkie just for luggage.

If parents travelling to support their kids, they must be responsible for their own car hire and they must be independent of team with accommodation and food!! Very important.

**Information you need to know before you leave**

**Tournament Rules**

Ask the hosting country if they are following IPC rules, very important, these rules are attached on this web page.

Ask how many horses will be in the pool. What will happen if horses lame before you start riding,

A country can apply to the IPC to have less horses in the pools if they cannot find 2 horses per player.

Will the horses be divided into 2 pools. Will they supply grooms , what are your players expected to do in the case of horse care. (clean stables, paddocks, water horses, groom, feed, wash horses , ice bandage etc)

Will they supply sweat scrapers, sponges and buckets for behind the lines or do you need to buy them there

What tack do your players need to supply (saddles, breast plates, head check, numnah, bridles, reins only , bandages, over reach boots etc) Get a list

Ask how many games you will be playing, don’t assume there will be three test matches.

Ask who will be umpiring, are they impartial and fair. Must you take you own umpire? If yes, make sure the chief umpire sends out nominations.

Ask if you need to supply people for the table

Ask if you must supply goal judges

Ask if there will be a formal function, discuss dress code and if anyone from your team needs to make a speech. Are parents invited, must they pay entry fee .

Rather know all of this before you go on tour, once you are there it is too late to negotiate.

**Parents on tour**

Remember parents just want to make sure their child has a FAIR opportunity to play. Parents feel threatened if they see other parents influencing the coach, they also get upset if they feel their money has been wasted.

Parents are not part of the team,They must understand this from the beginning, have this discussion at the first meeting after the teams have been announced. The team,coach , manager and horse co-ordinator will have their transport and accommodation sorted out by the team manager. The parents must be independent.

Be very clear with the parents as to what you want from them. Keep a happy team atmosphere with clear boundaries. Parents naturally want to help and feel part of the team. A good coach and manager can achieve this with good communication and by having a good chat about what you expect before you leave on tour. Parents will want to give the coach advice and their opinions, the coach needs space to coach the team without interference.

Let the parents know how you want to run the show. You may value their opinions from time to time but ultimately it is the coach’s responsibility to coach the team. If you want parents advice rather than chat to one or two parents, rather have a meeting with all the parents and have an honest very controlled around the table conversation. listen to them , thank them for their input. If their input helps you, great! If it does not, don’t use it. Explain what your final plan is and leave it at that. Try and give every player a fair amount of chukkas, if you have lost two test matches play all the players in as many chukkas as possible for the last test match. There is nothing more frustrating for a parent and a player, if a player sits on the bench at a tour when you have paid so much money to be there and done loads of fundraising and put in as much effort as everyone else.

Give the parents a printed Itinerary with all details of team’s proposed movements and functions. Give them your contact numbers. Let them know what activities they must attend and what the costs will be.

Ask them for help when you need help, let them know in advance if you think you will need goal judges, time keepers, help with the horses during tests, help with cooking , help with driving etc. If everyone knows what their responsibilities are, you will have a happy team of parents.

**Fund Raising and management**

It is very important to draw up a budget so all parents can see what the tour will cost.

Ask for a deposit to cover the cost of the tour. If Pasa cannot pay for the umpire and horse co odinators costs, then this also needs to be included in your cost calculations. You will need to assist PASA to fund raise to pay for the Coach and Manager.

Be pedantic about keeping ledgers for each childs income and expenses so that you can keep parents updated. Keep everyone updated on the tours financial situation.

**Kit storage**

For an outgoing tour ask where you can leave your kit at the field, a lock up container or a room would be first prize, or you may just have to keep the tack in a rented trailer which could add to the cost of your tour.

For incoming Tours, consider options for the touring team. Tack must be locked up in South Africa due to theft. May sure the incoming team are aware that everything must be packed away in the evenings from personal clothing to tack. They must be reminded not to leave bridles or other tack hanging in the stable or pens as it will walk during the night.

**Discipline**

The Coach and Manager are responsible for the kids, no underage drinking no matter what. Make sure all in bed on time. If a parent is not travelling with the child, you as the manager and the coach are to make sure that child is well behaved. Do not leave the child to his/her own devices. The parent is trusting you to look after the child as if it was your own.

Watch out for the party after prize giving, lay down the law. If possible hand over the kids to the parents straight after prize giving and avoid the responsibility of the after party at all costs!! If the kids are in your care, you must be with them until the last one falls asleep.

Check list Template

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| --- | --- |
| Read management document above |  |
| Read SAEF selection criteria and SAEF branding requirements |  |
| Do cost budget and calculate deposit needed |  |
| Create whatsapp group with parents or email group – have all parents contact details |  |
| Get copies of players passports – make sure they are all valid, submit to SAEF |  |
| PASA letter of congratulations to all players |  |
| All necessary documents sent to SAEF and tour approval received |  |
| PASA fund raising letter for the tour |  |
| All applications to host an event handed into town council and police |  |
| Get visa requirements if travelling overseas |  |
| Fund Raising, draw up raffle tickets |  |
| Draw up fund raising plan and selected fund raising committee. |  |
| Book Airtickets |  |
| Book Accommodation |  |
| Players to sign Code of Conduct |  |
| Organise Squad camp dates |  |
| Do Squad camp budget |  |
| Send players list of what to bring to squad camp and timetable of events for the weekend |  |
| Get indemnity form signed for squad camps and tour |  |
| Get medical insurance details and emergency contacts before the first squad camp |  |
| Get medical consent form signed before the first squad camp |  |
| Get a kit order form completed by all players |  |
| Order Kit, numnahs , stick bags, saddle bags etc |  |
| Buy prizes and gifts |  |
| Draw up tour itinerary with as much detail as possible for parents info |  |
| Car and trailer hire for the tour |  |
| Tack storage when at the venue |  |
| Umpire – find out if SA team must take one, Ask who is umpiring, are they neutral |  |
| Horse Co ordinator – Select someone if needed  |  |
| Pack a first aid kit for Squad camps and the tour. |  |
| Horse information sheets for incoming |  |
| Print a programme, get kids profiles and photos |  |
| Catering plan for tour- Menu, roster of cooking duties if needed |  |
| Take photos of kit for the sponsors |  |
| Draw up a packing list for the players |  |
| Email host nation regards to horse numbers, number of games, horse draw date etc. |  |
| Thank you letters to all sponsors |  |
| Finalise finances, income and expenditure with PASA. Send to parents |  |
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