

SAFER RECRUITMENT POLICY

INTRODUCTION

This Safer Recruitment policy ("policy") applies to Tottenham Hotspur Football and Athletic Co. Limited (known as 'the Club') and to its Group Companies, Tottenham Hotspur Football Club (trading name) and Tottenham Hotspur Women Football Club Ltd. Any references to 'the Club' are therefore intended to apply to the Club, any of its Group Companies, including the Tottenham Hotspur Women's team. Please refer to Tottenham Hotspur Foundation Safer Recruitment Policy for all roles related to the Foundation.

This Safer Recruitment policy aims to ensure an effective recruitment and selection process is in place to help discourage and prevent individuals who are not suitable to work with children and/or adults at risk from securing roles whereby they can cause harm, therefore, creating a safe and positive work environment and ensuring that all staff members, whether paid or voluntary, are suitable for a position working with children and/or adults at risk.

This policy is mandatory for any role which requires an Enhanced DBS check with the Child's Barred List and/or the Adult's Barred List and applies to all employees and alternative workers ("staff"). It must also be reflected in the recruitment of agency staff and external third-party suppliers and must be stipulated within the Service Level Agreement (SLA) requirements.

PLEASE NOTE: The Safer Recruitment policy and workflow is a continuing process of improvement therefore this policy will be reviewed periodically to ensure the process remains effective and complies with the latest legalisation and best practice. Please ensure the most updated policy is adhered to. The most recent copy of the policy will be available on the employee intranet ("The Shelf").

DEFINITIONS

- **Alternative Worker** – Engagement with the Club, which is not based on an open-ended and continuous employment contract. This includes but not limited to, casual workers, freelancers, volunteers, work experience students and consultants.
- **Barred Person** – An individual who is barred from working with children and/or adults at risk in regulated activity.
- **Candidates** – Prospective individuals who are applying or active in a live recruitment process.
- **Child / Children** – An individual who is under the age of 18.
- **Disclosure Manager** – An administrator or manager who confirms the ID of a candidate, employee, or alternative worker.

- **DBS Check** – The disclosure and barring service for a criminal record check which details any cautions, warnings, reprimands, or convictions on an individual's criminal history and checks against the children and/or adults barred lists.
- **Hiring Manager** - The hiring manager is the employee who requested and will be responsible for their new role which requires a recruitment process.
- **iRecruit** - An applicant tracking system (“ATS”) is a software application that enables the electronic handling of recruitment and hiring needs.
- **Positive information** – A DBS certificate containing information relating to criminal or other relevant offences.
- **Regulated Activity** – Frequent work carried out by the same staff member whereby they are close and regular contact with children or vulnerable adults, i.e., Physiotherapist who regularly would be in contact with Academy Players.
- **Recruitment Agency** - An employment agency is an organisation that, for payment, matches employers to employees for a fee.
- **Recruitment Department** – The internal Recruitment function that supports the Club with all recruitment requirements for all employees and alternative workers including but not limited to identifying, attracting, and selection of candidates to fill the Club’s roles.
- **Risk Assessment Panel**– Multi disciplinary team comprising of the Head of HR/ HR Manager, Head of Safeguarding & Welfare / Safeguarding Officer and relevant Line Manager who are responsible for assessing positive information on an employee’s/prospective staff DBS check and the level of risk which a candidate, employee or alternative worker may pose to children and adults at risk will be assessed.
- **Role** – Vacant need for headcount which is being recruited / filled.
- **The Shelf** – The employee intranet which is accessible to all Club employees.
- **SLA** – A service-level agreement (SLA) is an agreement between a service provider and the Club in regard to what services the provider will deliver and defines service standards the provider is obligated to meet.
- **Successful candidate** – A candidate who has undergone a recruitment process and has been offered a conditional job offer.
- **Third Party External Agency** – External independent staffing providers which provides staff e.g., Cleaning, Security etc

PLEASE NOTE: At least one of the hiring managers responsible for the recruitment of a role that requires a Safer Recruitment process must have completed the Safer Recruitment training. If you have not undergone the Safer Recruitment training, please contact the Recruitment Department or Head of Safeguarding who will schedule the appropriate training session.

WHEN DOES THIS POLICY APPLY?

This policy applies to all staff working with children and/or adults at risk within regulated activity on a full-time, part-time, and alternative worker basis.

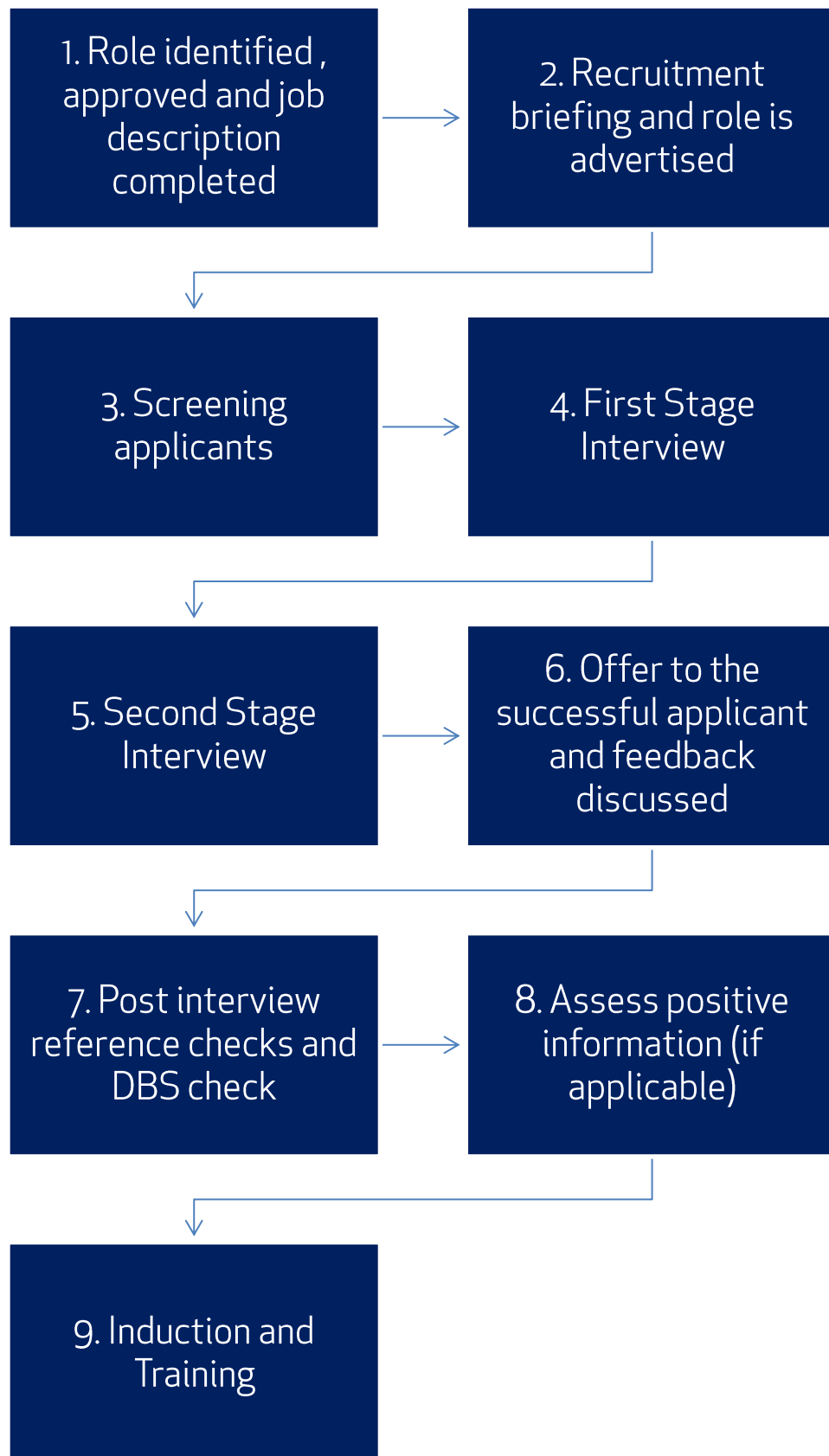
ACTIVITIES	TIME PERIOD	EXAMPLES OF ROLES (<i>NB not an exhaustive list</i>)
Teaching, instructing, supervising, training, and coaching children.	This activity is regulated if it's carried out by the same person frequently (such as once a week or more), 4 or more days in a 30-day period, or overnight (between 2am and 6am).	<ul style="list-style-type: none"> • Academy Coaches • Development Coaches • Academy Scouts • Academy Recruitment
Delivering care, including physically helping children including health, personal and medical care.	This activity is regulated, even if the individual is required to do this only once.	<ul style="list-style-type: none"> • Academy Physiotherapist • Academy Coaches • Doctors • Sports Scientist • Strength and conditioning coach
Providing advice or guidance wholly or mainly for children's physical, emotional, or educational wellbeing.	More than 3 days in a 30-day period OR overnight between 2am & 6am with the opportunity for face to face contact with children	<ul style="list-style-type: none"> • Sports psychologists • Physiotherapists • Coaches • Nutritionists • Safeguarding officers • Academy Scouts
Driving a vehicle in which children travel, such as a school bus or coach.	This activity is regulated if it is carried out by the same person frequently (such as once a week or more) or 4 or more days in a 30-day period.	<ul style="list-style-type: none"> • Academy Drivers • Kit & Laundry technicians

If the required role falls into **any** of the above categories, it is mandatory that the Safer Recruitment policy is adhered to, and all steps included in this policy must be followed.

SAFER RECRUITMENT PROCESS

It is the responsibility of the Recruitment Department and the hiring manager to ensure that;

- The Safer Recruitment policy is carried out on all roles that involve working within regulated activity.
- All third-party external agencies and recruitment agencies are compliant with this policy and have incorporated the Club's process into any SLA's and is fully understood, implemented, and may be audited at any time.
- The Club promotes the welfare of the children, young people, and adults at risk at every stage of the process.



STAGE ONE - THE ROLE

APPROVAL PROCESS FOR DIFFERENT WORKER TYPES

Depending on the employment type, the role must be approved in advance of any live recruitment commencing. For guidance;

PERMANENT / FIXED-TERM ROLES / INTERNSHIPS / WORK PLACEMENTS	<p>Recruitment Authorisation form ("RAF") to be completed fully, which once populated, will automatically send to the Recruitment Department who will send the RAF to the relevant parties which will request approval from the;</p> <ol style="list-style-type: none">1. Head of Department2. Relevant Director3. Head of HR4. Director of Operations & Finance <p>The RAF form can be found here. Once the RAF has been fully approved, the Recruitment Department will contact the hiring manager to discuss the recruitment of the Safer Recruitment role as per this policy.</p>
CASUAL ROLES	<p>An email is to be sent to the Recruitment Department detailing;</p> <ul style="list-style-type: none">○ How many casual workers are required for the assignment.○ The name and title of the responsible supervisor. <p>The Recruitment Department will contact the hiring manager to discuss the recruitment of the Safer Recruitment role as per this policy.</p>
VOLUNTEERS	<p>An individual wishing to become a volunteer will be asked to complete an application form. The individual will be asked to identify areas in which they would like to volunteer. If the Club has volunteering opportunities available, the Recruitment Department will contact the hiring manager to discuss the recruitment of the role. The candidate will be invited to attend an interview as per the Safer Recruitment policy.</p> <p>Please contact the Recruitment Department for an application form.</p>
WORK EXPERIENCE	<p>An individual wishing to gain work experience will be asked to complete a work experience application form. The individual will be asked to identify areas in which they would like to complete their work experience. If the Club has work experience opportunities available, the Recruitment Department will contact the hiring manager to discuss the recruitment of the role. The candidate will be invited to attend an interview as per the Safer Recruitment policy.</p>

	<p>Please contact the Recruitment Department for an application form.</p> <p>PLEASE NOTE: A candidate under the age of 16 does not require a DBS check, however if the role falls into a Safer Recruitment category then the candidate must undergo a Safer Recruitment interview process.</p>
CONSULTANTS	<p>Consultant Approval form ("CAF") is to be completed fully by the hiring manager and sent to the Recruitment Department who will seek full approval from the;</p> <ol style="list-style-type: none"> 1.) Requesting Manager 2.) Head of Finance 3.) Director of Finance & Operations 4.) Head of HR <p>Once the CAF has been fully approved, the Recruitment Department will contact the hiring manager to discuss the recruitment of the Safer Recruitment role as per this policy and in line with IR35 legislation.</p> <p>A CAF approval form can be downloaded from the shelf.</p>
RECRUITMENT AGENCY	<p>The Recruitment Department shall agree, in advance, the terms and conditions of the agreement (including fee's relating to headhunting candidates and the SLAs/process to be adhered to).</p> <p>The Recruitment agency must share their safeguarding practices and agree on the terms of agreement as set out by the Recruitment Department. The Recruitment Department will ask the staffing agency for evidence of their;</p> <ul style="list-style-type: none"> ✓ The Safeguarding of Adults at risk and Children Policy ✓ Safer Recruitment Policy/Process document ✓ DBS Policy <p>If the Recruitment Agency does not have their own Safeguarding Policy, Safer Recruitment Policy/Procedure or DBS policy, the Recruitment Department will send the recruitment agency a copy of the Club policies to be read, understood, and signed. The Recruitment Department, may at any time, audit Recruitment Agencies to ensure that Safer Recruitment practices are being followed.</p> <p>PLEASE NOTE: No agency should be briefed on the role until the terms have been agreed and approved by the Recruitment Department. If the hiring manager wishes to use recruitment agency to support with a Safer Recruitment role it must be agreed with by the</p>

	Recruitment Department in advance of any recruitment commencing.
THIRD PARTY EXTERNAL AGENCY	<p>The third-party agency must share the following policies or procedures with the Recruitment Department:</p> <ul style="list-style-type: none"> ✓ The Safeguarding of Adults at risk and Children Policy ✓ Safer Recruitment Policy ✓ DBS Policy <p>If the Third-Party External Agency does not have their own Safeguarding Policy, Safer Recruitment Policy/ Procedure or DBS policy, the Recruitment Department will send the recruitment agency a copy of the Club policies to be read, understood, and signed. The Recruitment Department may at any time, audit Third-Party Agencies to ensure that Safer Recruitment practices are being followed.</p> <p>The Recruitment Department will brief the external agency on the Club's Safer Recruitment Policy and process before supplying any staff, ensuring that the policy and procedure is fully understood.</p>

WRITING THE JOB DESCRIPTION FOR ALL ROLES

A job description is required for all roles, please use guidance below;

AREA FOR CONSIDERATION	OUTLINE	EXAMPLE ONLY
OUTLINING THE RESPONSIBILITIES OF THE ROLE	The job description should set out clearly the main duties and responsibilities of the role. The job description must include all key tasks which are related to any safeguarding or regulated activity.	<ul style="list-style-type: none"> • Film and capture U9-U14 home games on Saturdays & Sundays. • Lead injury prevention, screening, interventions, and education of players between 9 and 16.
EXPERIENCE AND SKILL SET REQUIRED FOR THE ROLE	<p>The job description should clearly outline the essential requirements for the role incorporating:</p> <ul style="list-style-type: none"> • The work experience required • Education that is essential • Qualifications both essential and desirable if required 	<ul style="list-style-type: none"> • QUALIFIED chartered physiotherapist with HCPC registration, preferably with post-graduate qualifications • EXPERIENCE of working within an elite environment with proven experience in successfully developing young athletes

	<ul style="list-style-type: none"> • Training certification that may be relevant • Skill set • Behaviours and spurs way values 	<ul style="list-style-type: none"> • BEHAVIOUR: Maintain high professional standards at all time and conform to expected behaviours in terms of clinical practice and confidentiality
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Below is the mandatory wording that **must** be included at the end of every job description. This has been standardised for all job roles.

"Safeguarding is fundamental to the success in all that we do. Successful candidates will undergo the following pre-employment checks prior to a start date being confirmed.

- Satisfactory right to work in the UK
- Satisfactory written references (one must be from the most recent/current employer);
- Criminal record check' (Enhanced DBS with Child/Adult Barring)
- Evidence of professional qualifications and education (where appropriate)
- Evidence of any Safeguarding training or certification (where appropriate)

All employment offers are conditional and based on the information being provided."

Once the job description has been written, the document should be shared with the Recruitment Department who will review to ensure the job description is fully compliant.

STAGE TWO – ADVERTISING AND BRIEFING

All Safer Recruitment roles must undergo a briefing with the Recruitment Department. During the briefing, the below will be discussed and agreed:

- The open and end date of the advert in which it will be available for candidate applications.
- Confirmation of which specific job boards the hiring managers would like the role to be advertised on.
- The interview process, and whether there will be any tasks involved, taking into consideration the minimum of 2 stages which are required.
- Who will form the interview panel and confirmation of areas of responsibility including:
 - Screening panel (Screening applications)
 - Interview panel for all stages
- The availability of the entire interview panel. The Recruitment Department will contact the interview panel to hold or keep free time for interviews.

For all roles, the Recruitment Department will post the role on iRecruit (and other advertising channels based on the briefing).

All applicants must complete, in full, an application form on iRecruit which includes:

- Educational qualifications
- Employment history
- References
- CV
- Covering letter

STAGE THREE - SCREENING

Screening, scrutinising applications and short-listing candidates must be completed by at least two individuals. The screening panel will normally be two individuals who will also conduct the interviews. The screening can take place either separately in iRecruit with each screening panel member making their own notes or can be done virtually via discussion, the method will be decided ahead of the screening. Members of the screening panel must review each application received. For candidates who have been shortlisted, the screening panel must record objective evidence regarding the application and record these notes on iRecruit.

This may include:

- **Job description** – Relevant and non-relevant experience to be highlighted.
- **Employment history** – Candidates must be asked for a full, chronological career history since leaving secondary school or further education. Any gaps in employment/training history to be highlighted or a history of repeatedly changing employers should be identified.
- **Application form** – The application form should be fully completed with consistent information and should not contain any discrepancies.

Please see “*iRecruit Safer Recruitment Screening Guide*” for further information

PLEASE NOTE: The screening panel does not need to include the Recruitment Department, however at least one of the screening panel must have undergone Safer Recruitment training.

STAGE FOUR- FIRST STAGE INTERVIEW

The screening panel will confirm the names shortlisted candidates via iRecruit. Shortlisted candidates will be invited to attend an interview and will receive an email with a confirmed date and time, the interview panel names and venue. The email template will be sent through iRecruit inviting the candidate to attend the interview either face to face or virtually, which will include the relevant address or the virtual link.

PREPARING INTERVIEW QUESTIONS

Questions must be prepared in advance of the interview based on the job description and the candidates experience. The “Safer Recruitment first stage interview guide” shall be shared in advance by the Recruitment Department who will support in writing the interview questions.

The first interview questions must include:

- **Competencies listed in the job description** – It is important that any qualities and behaviours stated in the job description are being measured by asking questions that are linked to these behaviours.
- **Exploration of employment history** – Gaps in employment/training history must be fully explored and accounted for.
- **Exploration of technical experience** – Questions should be formed around the technical competencies including relevant qualifications, training, and level of competency in their specialist areas.

- **Motivation for applying to this role-** The candidate must be asked and discussed fully why they want to work for the Club and the role they are applying for in particular.
- **Criminal history disclosure question -** All candidates should be asked whether they have understood the question about previous criminal history and whether they have anything they need to disclose. Candidates should be reminded that if they are successful at interview, all previously criminal records including cautions and reprimands will be disclosed as part of Enhanced DBS with Barred list.
- **The DBS with barred list disclosure-** Candidates must be made aware that if successful in securing a role, a start date *cannot* be agreed upon until the return of a satisfactory DBS and references.

PRE-INTERVIEW BRIEFING

Prior to the 1st stage interview, the panel must also discuss;

- ✓ Any areas for concern on shortlisted candidates, such as gaps in the CV or any discrepancies in their application form.
- ✓ Which panel member will be introducing the interview, and who will be asking which questions.
- ✓ The time frame for candidate feedback and final interview stages.
- ✓ Any additional introduction or closing questions.

Detailed notes should be taken during the interview and should be recorded on the “Safer Recruitment first stage interview guide”. Notes should provide a rationale for selection to the next stage or rejection. Recorded notes and feedback are to be scanned or handed to the Recruitment department to store confidentially in line with our Data Retention Policy.

Once all candidates invited to the first interview stage have been interviewed, the screening panel will discuss feedback on each candidate and confirm with the Recruitment Department which candidates are suitable and to be invited to a second stage interview. An email template will be sent through iRecruit inviting the candidate to attend the 2nd stage interview either face to face or virtually, which will include the relevant address or the virtual link.

STAGE FIVE – SECOND STAGE INTERVIEW

PREPARING 2ND STAGE INTERVIEW QUESTIONS

In the second stage, questions should focus on value-based interviewing (“VBI”) incorporating the Spurs Way values. The “Safer Recruitment second stage interview guide” shall be shared in advanced by the Recruitment Department who can support in writing the interview questions.

VBI focuses on how and why an individual makes their choices in the work context and the underlying reasons for their behaviour. This type of interviewing technique is particularly important when assessing a candidate’s motivations to work with children and/or adults at risk. It focuses on the motivations, values, and the attitude of those who are applying for the role and exploring reasons for their behaviour.

One questions for each of the values below should be selected for the interview (making a total of 8). These set of selected questions must be used consistently for all candidates interviewing for the role.

Five key success characteristics:

- Self-awareness
- Integrity
- Managing children, young people, or adults at risk in an effective way
- Handling pressure and stress
- Showing genuine compassion

Spurs Way Values

- Dare
- Respect
- Drive

Please see “*Value Based & Spurs Way Bank of Interview Questions*” for a bank of interview question examples.

DURING THE 2ND INTERVIEW – SCORING MATRIX & FEEDBACK

A scoring system based on 0-5 will be used for each question. The higher the score, the more suitable the candidate is for the role. Any candidates that score less than 75% should not be considered for the role, with full analysis of each example given during the interview. The scoring matrix can be found in [Appendix 1](#).

Detailed notes should be taken during both interview stages and should be recorded on the interview guides provided. Notes should provide a rationale for selection for offer or rejection, in order to provide comprehensive feedback to unsuccessful candidates.

Successful candidates will have their notes saved on their files digitally, the paper copies are to be confidentially disposed. Unsuccessful candidates’ notes are retained for 6 months and then they are securely disposed.

STAGE SIX – MAKING THE OFFER

Prior to making an offer, the interview panel and Recruitment Department will decide on who will make the offer to the successful candidate. Once the offer has been made, refer to the relevant offer process based on the employment type of the role;

WORKER TYPES	OFFER PROCESS
PERMANENT / FIXED-TERM ROLES / INTERNSHIPS / WORK PLACEMENTS	For permanent and fixed term roles, the hiring manager will need to submit a fully completed ‘New Starter Form’ which will be sent to the Recruitment Department. The Recruitment Department will

	<p>follow up by sending the candidate a conditional offer of employment, pending satisfactory return of two written references and DBS check.</p> <p>Once the DBS has been returned, assuming with no positive information, the Recruitment Department will discuss confirming a start date with both hiring manager and candidate. If the DBS contains positive information, the candidate will be invited to attend a meeting to discuss in further detail. Please see the DBS policy for further information.</p> <p>The HR Department will digitally distribute the contract.</p>
CASUALS & VOLUNTEERS	<p>The below information will need to be sent via email to the Recruitment Department.</p> <ul style="list-style-type: none"> • Name of candidate • Rate of Pay (Casuals only) • Length of assignment • Name of supervisor responsible for the worker <p>The Recruitment Department will send the candidate a casual or volunteer agreement once the satisfactory return of the references and DBS check has been returned.</p> <p>Once the DBS has been returned, assuming with negative information, the Recruitment Department will discuss confirming a start date with both hiring manager and candidate. If the DBS contains positive information, the candidate will be invited to attend a meeting to discuss in further detail. Please see the DBS policy for further information.</p>
WORK EXPERIENCE	<p>The below information will need to be sent via email to the Recruitment Department.</p> <ul style="list-style-type: none"> • Name of candidate • Length of assignment • Name of supervisor responsible for the worker • Under 18's consent form populated with parental consent <p>PLEASE NOTE: A candidate under the age of 16 does <u>not</u> require a DBS check.</p>

CONSULTANTS	<p>A 'CAF terms and conditions form' must be fully completed and sent to the Recruitment Department who will follow up by sending a consultancy agreement contract. This will need to be fully approved by the;</p> <ul style="list-style-type: none"> ✓ Director of operations and finance in the presence of a witness ✓ The consultant in the presence of a witness
RECRUITMENT AGENCY	<p>The Recruitment agency will make the conditional offer to the candidate and provide the Recruitment Department with the full contact details for the candidate.</p> <p>The hiring manager will need to submit the appropriate documentation depending on the employment type. The Recruitment Department will send the candidate a conditional offer of employment, pending satisfactory return of the two written references and DBS check.</p> <p>Once the DBS has been returned, assuming with negative information, the Recruitment Department will discuss confirming a start date with both hiring manager and candidate. If the DBS contains positive information, the candidate will be invited to attend a meeting to discuss in further detail. Please see the DBS policy for further information.</p>
THIRD PARTY EXTERNAL AGENCY	<p>The external agency will manage the onboarding for the candidate. The external agency will offer a conditional offer of employment, pending satisfactory return of the 2 written references and DBS check. A start date will be confirmed upon the return of satisfactory documentation.</p> <p>The third-party agencies must confirm to the Recruitment Department that all required DBS checks have been completed prior to the staff starting their shift at the Club.</p>

Once the successful candidate has accepted the job offer, the Recruitment Department or hiring manager will feedback to the candidates who have been unsuccessful during the process, providing comprehensive feedback as discussed following the completion of the second stage interview.

STAGE SEVEN – POST RECRUITMENT

No start date is to be confirmed until a DBS check and satisfactory references have been completed, and no employee / worker can start their employment prior to the DBS check being returned. It is vital that the interview panel ensures this is communicated to the candidate during the interview stage.

Once the candidate has accepted the job offer, the below will be completed by the Recruitment Department prior to the candidate commencing employment.

- Right to work documentation
- DBS check and document verification
- References (minimum 2 written references)
- Education and Qualifications (if applicable. For example, ATMIF qualification)

STAGE EIGHT- POSITIVE INFORMATION

If a DBS certificate is returned with positive information, a risk matrix will be applied and reviewed by the Risk Assessment Panel. Please refer to DBS policy for further information.

STAGE NINE – INDUCTION & TRAINING

On-going training, monitoring and review of the candidate will include:

- Safeguarding in the workplace with the Head of Safeguarding
- E-learning Safeguarding Module with the Premier League
- Provided with a company induction which is run by the Learning and Development officer.
- Provided with relevant safeguarding Company policies.
- Safer recruitment training delivered by the Premier League.

APPENDIX ONE

Safer Recruitment scoring matrix.

0	Did not answer the question or was unable to provide an answer.	2	Candidate answered question and gave weak example(s) or answers not relevant to the role.	4	Good and relevant examples or answer given.
1	Candidate unable to give specific answers or examples, uses theoretical examples.	3	Basic answer or example given Answer or evidence meets the standards set.	5	Relevant answers given, perfect answer of examples that can be related to the role. Evidence exceeds the standard set.

APPENDIX TWO

Safer Recruitment scoring matrix further guidance.

ROLE INTERVIEWING FOR: Academy Physiotherapist

EXAMPLE QUESTION: Tell us about a time when you found yourself in a new or unfamiliar situation at work or was asked to take on a piece of work you were unfamiliar with. (Question used in relation to the answer's below.)

SCORE	GUIDANCE ON SCORE	EXAMPLE OF ANSWER
0	<i>No answer given.</i>	The candidate has either not been able to provide an example or answer to the question.
1	<i>Candidate unable to give specific answers or examples, uses theoretical examples. or Terminology used such as 'I would' should be scrutinised.</i>	If I found myself in a situation where I was not familiar, I would do my research firstly on what I did not know. I would also reach out to other colleagues around the business for support as they can provide an insight into what I am not sure of any possibly help with the situation. I feel that this is the best way to learn when you are in a situation you are not familiar with
2	<i>Candidate answered question and gave weak example(s) or answers not relevant to the role.</i>	Great question, I would probably say my first day at work. It's always really challenging starting a new role and there is so much to learn and it's all unfamiliar and you don't know what to do or where to start. I'll give an example of my first day at my last job with X. I started there and I was taking a step up, so I was nervous, and this was very new to me, so I just made sure I was preparing for my first day and asked questions when I was not sure which really helped me to settle into the new job.

3	<i>Basic answer or example given Answer or evidence meets the standards set.</i>	I will give an example of my first role as an Academy Physiotherapist, I had been with the club for around 2 years and I was well integrated into the role. I had worked with the under 9's only. I had been asked to pick up from the previous Physio and devise a care plan, something I had not done before and was unfamiliar with. The first step I took about questioning and assessing the player, I needed to understand the severity of the injury and considered their overall health and lifestyle. Once this had been decided we worked together and learnt together more about this complex injury and how to ensure the player was progressing comfortably. I also reached out to others in my team for support and we were successful in ensuring the player was in peak performance.
4	<i>Good and relevant examples or answer given.</i>	I'll give an example of my first role as an Academy Physiotherapist, I had been with the club for around 2 years and I was well integrated into the role, but I had worked with the under 9's only. I had been asked to pick up from the previous Physio and devise a care plan, something I had not done before and was unfamiliar with. The first step I took about questioning and assessing the player, I needed to understand the severity of the injury and considered their overall health and lifestyle. I utilised the team around me and reviewed his reports and previous files. Once this had been decided we worked together and learnt together more about this complex injury and how to ensure the player was progressing comfortably. In this time not only did I learn more about said injury, but I also built a strong and trusting relationship with the player and parents. It was certainly a challenge; however, it was a great learning curve for me, and it has subsequently lead me to being promoted to the U16's team.
5	<i>Relevant answers given, perfect answer of examples that can be related to the role.</i>	I would like to share an example with you from my first role as an Academy Physiotherapist, I had been with the club for around 2 years and I was well integrated into the role, but I had worked with the under 9's only. There was one instance where due to loss of a staff member, that I was asked to support with the under 16's team, in particular a player who had a complex injury. I had been asked to pick up from the previous Physio and devise a care plan, something I had not done before and was unfamiliar with. While I would remain in my remit as a Physiotherapist, as you know age is a factor when specialising as growth and the complexity of this issue, I was unfamiliar with and it is vital to the player that I ensure I treat this injury right otherwise it could be detrimental to his playing career. A care plan is integral part of any allied health role and it must be tailored to the player, their age and strength. The first step I took about questioning and assessing the player, I needed to understand the severity of the injury and considered their

		<p>overall health and lifestyle. I utilised the team around me and reviewed his reports and previous files. I took my time to understand this injury and how I could start to help them progress as a player. Once this had been decided we worked together and learnt together more about this complex injury and how to ensure the player was progressing comfortably. In this time not only did I learn more about said injury, but I also built a strong and trusting relationship with the player and parents. The player had undergone 6 weeks of strength and conditioning and I have maintained regular review and oversight of his care plan, continually reviewing their progress and make any necessary adjustments to the plan. It was certainly a challenge; however, it was a great learning curve for me, and it has subsequently lead me to being promoted to the 16's team. If I could have done anything differently it would have been to develop a bit more of a picture based on the players needs and then setting goals before creating the treatment plan. That way, they're aware of what we're trying to do, and we can work together more effectively which has been successful in other instances.</p>
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