



COACH'S HANDBOOK

A reference guide

Riding for the
Disabled
(Woodbridge &
District Group)

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Hello and welcome to our Group.

Hello, and thank you for coaching at Riding for the Disabled (Woodbridge & District Group) and for the time and effort you have already put in to get to this stage. If there is something that you're unsure of as you go through the handbook, please do ask our Head Coach or Centre Manager, they are here to help.

Our Volunteer Handbook explains how the group operates and many of the various volunteer roles. Although it touches on some of the coaches' responsibilities it doesn't describe them in any depth. Therefore, this guide looks specifically at those aspects and how they relate to our Group.

However, it's not a 'coaching manual' – the National RDA coaching pathway, CPD training and various national policies cover everything you need to know in that respect. Please see the MyRDA coaching webpages for more information.

To support you in your role as a coach and also to signpost to carriage driving volunteers is the information available in the carriage driving barn on the noticeboard. Here you'll find the carriage driving volunteer handbook, carriage driving guidelines and safety code and other important policies. If there is anything that you feel you need and can't find, then please speak to the Head Coach or Centre Manager.

Code of Conduct

The RDA is a member of British Equestrian www.britishequestrian.org.uk, the national governing body for horse sports in the UK. Therefore, the British Equestrian *Code of Conduct and Ethics for Coaches and Trainers* applies to RDA coaches and is reproduced in Appendix A.

We also expect all volunteers, staff and participants to comply with 'Working Together – the RDA UK Code of Conduct'. This is reproduced in Appendix B and can be found on the MyRDA website at www.myrda.org.uk

Complaints

We work very hard to make sure that your time coaching with us is happy and enjoyable. We want you to feel valued and appreciated. We encourage everyone in our Group to follow our Vision and Values mentioned earlier in our volunteering manual. However, we know that there may be times when things do go wrong, and you may need help to manage things.

It is good practice that an organisation has a complaints procedure. Our Group has its own complaints procedure and RDA National also has a complaints procedure which can be found in the Code of Conduct that you will be asked to sign up to as a volunteer.

If there is something that you feel uncomfortable about, please do speak to our Head Coach or Centre Manager in the first instance. If this isn't something you feel happy to do and would

like to raise it with our Trustees, then please feel able to email Trustees@rdawoodbridge.org.uk.

Coaching at our Group

Perhaps one of the more overlooked points about coaching, and one that we take very seriously is that coaches are part of a team. While coaches have certain responsibilities which we'll explore shortly, without a whole team of volunteers doing their bit, sessions simply won't work.

We actively encourage and empower volunteers to speak up. To take a simple example, it is a coach's responsibility to make sure the reins are untwisted before a participant mounts. At Woodbridge we encourage all volunteers including the equine leader and the mounting team to look and say if they spot something amiss. We all support each other and there is often benefit in three pairs of eyes rather than one checking our horses, equipment and practices.

With coaching comes responsibility, and we'll take a look at what this means in practice. But please note this handbook doesn't cover the responsibilities associated with delivering teaching or instruction, that's all covered by the national RDA coaching modules.

Coaches like all staff and volunteers must familiarise themselves and comply with the group's policies. Please see the noticeboard for our policies, procedures such as fire safety, and 'need to know' contacts. If there is a particular policy or information that you need and can't find, then please ask the Centre Manager.

Preparing for a session

The coach is responsible for the session they are coaching, and that includes everything related to that session including:

- Deciding which horses to use in a session.
- Checking that someone is getting the hats and boots out ready for the participants.
- Making sure there are sufficient volunteers to run the session safely, and if not, making reasonable adjustments.
- Making sure the horses are brought in, groomed, tacked up and prepared for the session.
 - This means the coach should arrive approximately an hour before the session starts.
- Supervising and helping in the stalls.

Responsibility for equines

Welfare of our horses and ponies is a top priority, and while the Centre Manager and staff look after the equines on a daily basis, coaches also have a responsibility to look out for things during sessions:

- Checking that quick release knots are used for tying up.
- Checking the condition and fit of tack and any special equipment before a session starts.
- Making sure the horse is warmed up on both reins and is sound.
- Making sure the horse is treated kindly and with respect before, during and after sessions.

Responsibility for volunteers

In the workplace, safety is everyone's responsibility, and an RDA centre is no different. However, there are a few more things that coaches need to consider when working with volunteers:

- Helping volunteers to work safely around our horses.
- Making sure new or inexperienced volunteers have the support they need and preferably paired up with a buddy until they have the confidence to do things on their own.
 - It's best practice for volunteers to be in pairs when taking horses to and from fields/stables. But at times there aren't enough volunteers to do this, so you'll need to exercise some judgment about who amongst your volunteers for the session can do that comfortably. If you have any doubts or concerns, please discuss this with the Head Coach or Centre Manager.
- Sharing knowledge, techniques and tips with volunteers so that high standards are maintained, and skill levels increased.
- Helping volunteers with, and where applicable, signing off Green Card training.
- Making sure volunteers are comfortable with the role they have been assigned. For example, they may be happy to get a pony ready and even warm it up, but don't want to get involved with an actual session.
- Being sure that you understand your session volunteers' capabilities and are not asking them to do something that would make them unsafe or uncomfortable.

- Being fully aware of, and a role model for, the RDA Code of Conduct and all other relevant policies such as Equality, Diversity and Inclusion and Safeguarding.

We really encourage you to get to know your volunteers. Many have extensive experience working with horses or have in-depth knowledge of horse related subjects. We all learn from each other and its extremely helpful to tap into the breadth of experience available from across our many volunteers. Other volunteers bring with them skills and experience of working in industry, engineering, public relations, law, music, medicine, technology, farming; the list is endless. You never know when our Group might benefit from the specific knowledge that a qualified mechanic or nurse could offer.

Your responsibilities to our participants

Apart from the obvious responsibility of delivering coaching sessions, coaches should also:

- Fit participants with hats and boots when they first start and, from time to time, check they are still a good fit.
- Create pink (riding) or green (carriage driving) sheets for each participant showing their hat and boot sizes. Update with any changes as required.
- Weigh participants and record their weight on their application form. This should be repeated every 6 months or earlier if you have noticed a change in weight.
- If anything, unusual happens during a session, for example, a participant on the verge of falling asleep, or you're advised of something that could potentially impact their RDA activity, make a note of it on the participant's application form.

Sessions

We now turn to the riding, driving, stable management, Equine Assisted Therapy and Tea with a Pony sessions. Coaches' responsibilities include:

Riding

- Making sure all doors and gates to the arena are closed.
- Making sure all volunteers assisting with sessions have completed the relevant green card training.
- Leading the mounting and dismounting team.
- Making sure all leaders and side walkers wear Hi-Viz clothing on a hack.
- Making sure a first aid kit is taken on a hack.
- Making sure all horses remain on the centre line at the end of the session until all participants have left the arena.

- Making sure equipment is put away tidily in the equipment store so it can be easily accessed next time.
- Making sure special equipment is removed from saddles/bridles and returned to its correct place in the tack room.
- Reminding volunteers to remove couplings, preferably in the arena before horses are taken through to the stalls. Check that horses are never tied up with a coupling.
- Making sure the chain is in place across the gallery mounting area.

A note on using poles:

Our Group uses poles on the ground for flatwork and pole work exercises. Leaders and side walkers can walk over poles if they're flat on the ground. Participants can take the Showjumping L1 proficiency test. For more information, please see the Showjumping section of the MyRDA website.

A note on hacking:

- Hacks can go either down the drive or along Shop Road
- Carriage driving sessions take the same routes, so please speak to the carriage driving coaches before setting off to avoid congestion. We try to be good neighbours and respect our community.
- The gate leading to Shop Road is normally locked, please make sure it's open before starting out.
- Carers, parents, support workers and teachers are welcome to join the hack. For their own safety and well-being, please make sure they know to keep a safe distance from the horses.
- When taking school groups out for a hack we prefer to have a teacher coming along as well. They provide reassurance to some participants and can help others with communication, for example sign language / Makaton as required.
- Please always wear a hi viz vest. These can be found hanging up opposite the tack room. If you can't find one please ask.

Carriage Driving

Many of the responsibilities are similar to those of riding sessions, especially if using the arena. However, there are some additional ones:

- Making sure all volunteers assisting with carriage driving, either as a helper or carer, have completed the relevant green card training.
- Making sure that you have sufficient volunteers for your session. You need at least three supporting cyclists per session.

- Making sure that you have at least one person meeting and greeting participants, parents and carers and taking donations for their session.

Stable management

Stable management sessions are typically offered to school groups as a block of sessions before a block of riding sessions. They're also used on an impromptu basis if there aren't enough volunteers to run a riding session or there aren't enough horses for a riding session; if participants request it; or it's part of a summer holiday activity course. The coaches' responsibilities are very similar to those for riding sessions plus:

- Making sure participants are wearing a correctly fitted hat if in the arena even though they are not riding or driving.
- Checking volunteers can help with:
 - holding horses.
 - identifying items of grooming kit, parts of the bridle and parts of the saddle.
 - demonstrating and assisting with grooming, tacking up, untacking etc.
 - answering questions.

Equine Assisted Therapy (EAT)

EAT sessions are offered to some participants who are unable or don't want to ride and they tend to focus on spending quiet time with a pony. Participants will often choose to stroke or groom a pony; spend time talking to, or just being with a pony. So, coaches should be flexible in how the session might unfold. Responsibilities are very similar to those of stable management sessions.

Tea with a Pony (TWAP) sessions

These gentle sessions are for participants living with dementia or other life-long and/or terminal conditions. There's a lot of information on the MyRDA website, which is well worth reading, and it also has a link to the Dementia Friends site.

As this session involves food, it's worth noting that the RDA advises:

- Groups don't need to register as a food business or have a food hygiene certificate if the food service is occasional and small scale. But we do still have a duty of care to keep our participants safe.
- While many RDA volunteers bake wonderful homemade cakes, we are strongly advised that for TWAP we only offer bought cakes/biscuits. This makes it easier to keep track of Use By / Best Before dates and allergen information.

Other responsibilities are as per stable management sessions plus.

- Making sure participants are wearing a correctly fitted hat if in the arena even though they are not riding or driving.
- Making sure the table has a tablecloth, the 'best' tea set is used, and that cake is available.
- Making sure the crockery, cutlery and tablecloth are cleared away afterwards and the table wiped down.

After all sessions

We're very keen to look after our volunteers, to check that they're happy and want to carry on volunteering with us. So, as a coach, you have a key role after sessions:

- Thanking volunteers for their hard work. If possible be specific about their contribution. It's good to find one thing that they did really well and helps to improve confidence.
- Asking leaders and side walkers about their participant. They may see and hear things you don't.
- Proactively reflecting on and asking for feedback about your session, for example what worked well; what could be done differently; what can stay the same. It's good practice and helps foster strong teamwork.

Caring for our horses and ponies:

- Making sure the horse is properly cared for after the session.
- Making sure the horse goes to the correct place after the session, to its stable or field.
- Making sure all tack and equipment is put away, the stalls swept and made ready for the next session.

Admin and housekeeping:

- Filling in the attendance sheet – this is so the group can invoice participants correctly.
- Checking that someone has sprayed the hats and boots and put them away in the correct place.

And finally

- If you want to keep a record of the participants' progression, there are some ready-made templates you can use. They can be found in the coaches' pigeonholes in the office.
- Consider asking volunteers, participants and carers/parents for feedback – we have various forms that can be used for this purpose. Feedback helps us to grow and

develop in line with the needs of our participants, their carers and parents and our volunteers.

Self-development

We encourage all coaches to reflect on their coaching and take part in Continuing Professional Development (CPD). This could be learning something new, refreshing existing knowledge or improving your skills.

In practice, CPD can mean anything from:

- joining an RDA interactive zoom training session.
- attending an RDA face-to-face training day.
- having a face-to-face review.
- doing or re-doing an RDA coaching pathway module.

And also:

- having a coach development session with a more experienced coach.
- visiting a different RDA centre.
- taking BHS courses / qualifications / training events.
- Self-directed subject specific reading / research - equine or human.

We have a CPD template which you can use if you wish to record any CPD, not just RDA approved training. Please just ask one of the staff.

If you would like CPD to count towards your CPD record and/or an RDA review, you'll need to complete a CPD reflection and feedback form available from the MyRDA website.

External CPD (e.g. a BHS course) can be accepted for an RDA review if the RDA have approved it beforehand. So, if there's a CPD event you'd like use as a review, please let RDA national office know a couple of weeks before the event.

Participant assessments

Before taking part in any activities, potential participants must be assessed. Assessment forms are in the filing cabinet in the office and once completed, they are kept in accordance with the Data Protection Act 2018. The filing cabinet should be kept locked outside of times that access to these records is required.

Our Centre Manager, Head Coach or employed coach will make the decision about which session is most suitable for new participants. In the case of carriage driving, the volunteer coach may decide which session is most suitable for a new participant, but this may be in consultation with either the Centre Manager or Head Coach.

Green card training

Coaches are able to deliver green card training and sign off volunteers when they have reached a suitable level of skill and experience. Blank green cards are in the filing cabinet in the office and completed/ partially completed ones are kept in alphabetical order.

Awards and achievements

At the RDA it's what you can do that counts and our Group fully embraces that ethos. We are inclusive and encouraging in our approach and strive to ensure that all our participants have as many opportunities as possible to feel a sense of achievement in all they do. We actively encourage our participants to take part in:

- Endeavour awards.
- Endurance awards for 1, 2 and 3km.
- Horse care certificates for Grades 1-4.
- Riding certificates for Grades 1-4.
- Showjumping certificate for Grade 1.
- Rosettes.

As a coach we would encourage you to support our participants in working towards these awards and certificates when you feel the time is right. Syllabus cards, assessment sheets, certificates and the group's participant award log are all stored in the quiet room.

Dressage tests

RDA has a range of dressage tests which can be downloaded from the dressage section of the MyRDA website and used for non-competitive purposes in sessions. Several of these are walk, or walk-trot only, and may offer some participants something different.

Endeavour awards

Endeavour awards enable us to recognise and reward individual achievements by all participants, regardless of ability or time spent in sessions and without the constraints of any set syllabus, or the need to take any kind of test.



Endurance awards

We're keen to promote endurance as an activity, and it can be done by either riding or carriage driving. For 1, 2 and 3km distances we can self-certify, and the recording sheets are in the office.

- The arena can be used and a 1km ride/drive is approximately 8 circuits. Obstacles, poles and 'gates' can make the route more interesting. Maybe consider using some of the Countryside challenge equipment
- The distance along the drive from the car park to the entrance gates is 0.8km
- From the car park to the turn in Shop Road at the road junction is also 0.8km

There's lots more information on the Endurance section of the MyRDA website.



A range of endurance certificates

Riding and Horse care awards

Certificates for horse care, riding and showjumping can be awarded when participants meet and pass assessment criteria. Syllabus information, assessment sheets and a guide to assessments are all in the filing cabinet in the Quiet Room

We also keep a log so we know who has achieved what and when and these achievements can be celebrated.

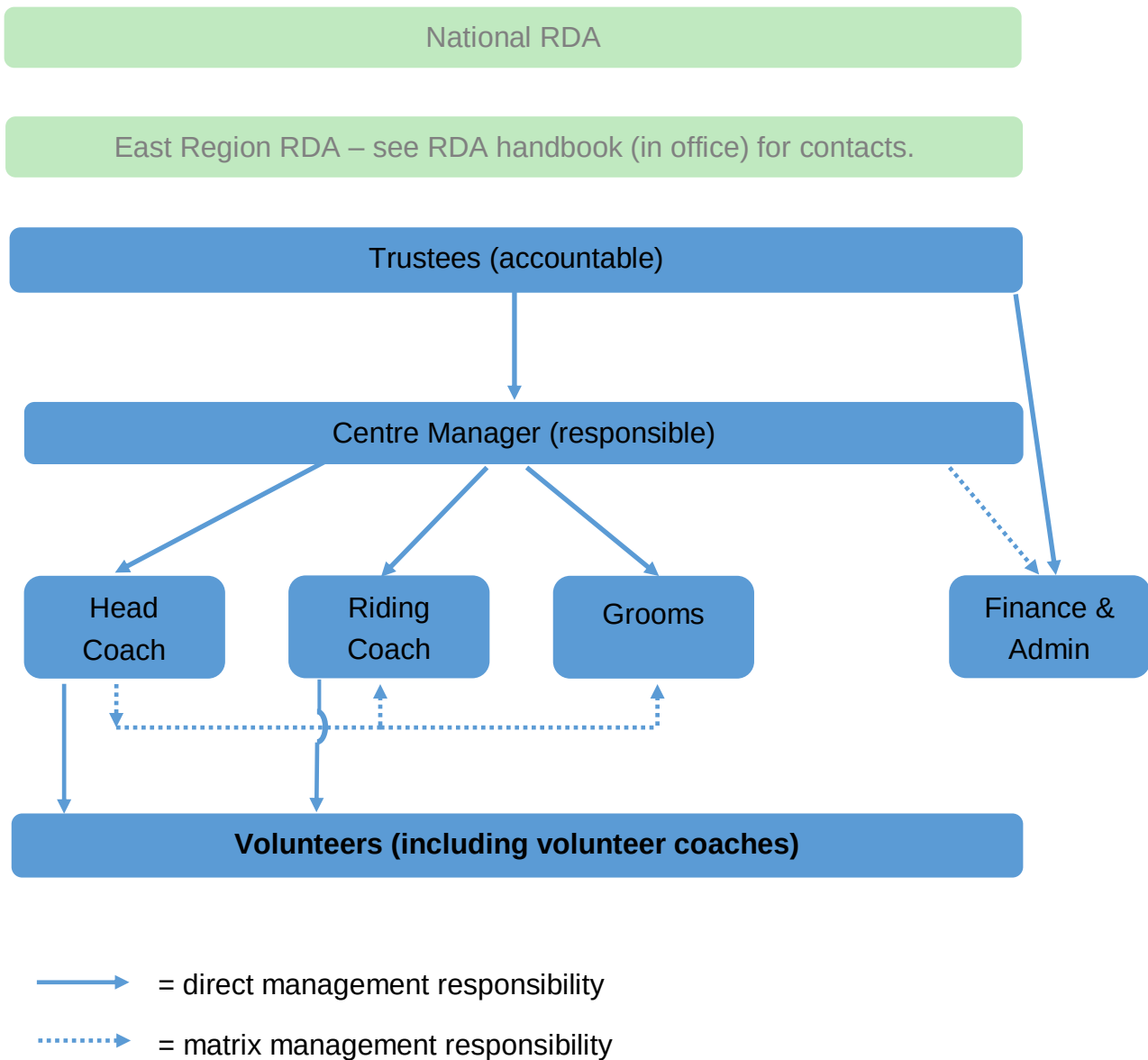


A range of horse care, riding and showjumping proficiency certificates



Group organisation.

RDA (Woodbridge & District Group) is a charity and as such is governed by a Board of Trustees. Our Group is part of the national RDA organisation.



- The Trustees are accountable for how our Group is run. If you would like to see a copy of our Constitution, please ask the Centre Manager who will be happy to provide it. The Centre Manager reports to the Trustees.
- The Centre Manager has direct management responsibility for all operational staff, namely the Head Coach, Coaches and Grooms, but some supervisory responsibility for the Finance/Admin staff member. The Centre Manager also has overall responsibility for our volunteers.
- The Head Coach has supervisory responsibility for our coaches, grooms, and volunteers.
- The Trustees also have direct line management responsibility for the Finance/Admin staff member.

Appendix A



Code of Conduct and Ethics for Coaches and Trainers

British Equestrian Code of Conduct and Ethics is built on the principles of integrity, fair play, equality, respect for others (including animals) and a sense of what is right. These ethical principles are integral, not optional, and apply to all levels of ability and commitment, including recreational equestrian activity as well as competitive equestrian sport. This code is a guide for good practice, and it is required of all member bodies of British Equestrian accredited Coaches/instructors/trainers/teachers that they will abide by these principles.

Coaches/instructors/trainers/teachers have a crucial role in the development of the sport and a responsibility to support and promote their equestrian discipline and its' governing body, maintain standards of appearance and conduct and act with due respect for the reputation of the governing body.

British Equestrian core values are for all involved in equestrian activity and coaches, instructors, and trainers are asked to demonstrate:

- **Performance:** That you will strive to be successful in all your endeavours and deliver high standards in every session, lesson, class or workshop.
- **Partnership:** No coach, instructor, teacher or trainer has all the answers, and we ask that you collaborate and find solutions to shared issues and are open and honest at all times.
- **Professionalism:** That you will remain objective and professional at all times. You act with integrity in an ethical way and treat everyone with respect.
- **Passion:** You will be passionate in all your endeavours, working with others to the benefit of the rider, driver or horse or pony.

Coaches/instructors/trainers must:

Safety:

- Share with riders the responsibility for rider and horse safety. Coaches/instructors/trainers are also responsible for ensuring, as far as is reasonably possible, the creation and maintenance of a safe environment for helpers and bystanders.

- Ensure they keep abreast of approved coaching practice determined by their member body and other relevant organisations.
- Ensure that all training and activities should take account of the age, maturity, experience and ability of both rider and horse.
- Recognise their duty to protect riders from harm and abuse and in particular should understand the duty of care when working with young and vulnerable people.
- Be required to attend a Safeguarding Children workshop prior to certification.
- Ensure that adequate insurance cover, for all aspects of their coaching and training, is in place.
- Place the well-being and safety of both horse and rider above the development of performance.
- Work with other specialists as necessary, for example, officials, vets and other coaches.
- Ensure good supervision of all participants, especially participants who are younger or more vulnerable.

Competence:

- Hold nationally recognised governing body teaching/coaching qualifications.
- Confine themselves to practice in those areas for which their training and competence are recognised by their member body of British Equestrian.
- Recognise their responsibility to themselves and their participants to maintain their effectiveness as an equestrian coach and should regularly seek ways to develop their personal and professional development taking advantages of opportunities provided.
- Plan and prepare for sessions. Their participants should have a programme that is appropriate and progressive.

Personal Standards:

- Display high personal standards and project a favourable image of equine activity to member bodies of British Equestrian, performers, parents and the wider public.
- Recognise that appropriate dress codes should be followed whilst training and competing as laid down by the member body.
- Be a positive role model and behave appropriately at all times.

Confidentiality:

- Recognise that they in a position where they gather personal information about riders in the course of a working relationship. The disclosure and use of information gathered is the subject of the Data Protection Act.
Coaches/instructors/trainers/teachers must ensure that an agreement is reached with riders/participants or their parents/guardians about the collection, storage and potential boundaries of sharing information.

Integrity:

- Not compromise any rider by advocating measures which could constitute unfair advantage or that may jeopardise the safety or wellbeing of rider or horse.
- Show respect to others involved in the sport including judges, official and volunteers, other riders and teams, other coaches, instructors, teachers and trainers, spectators, parents/carers and equines.
- Not maliciously or recklessly injure or attempt to injure, whether directly or indirectly, the professional reputation, prospects or business of their member body or of any other member body or coach.
- Prepare riders to respond to success and failure in a dignified manner and treat opponents with respect.
- Recognise that they have a responsibility to instil good values and behaviour in their riders and discourage inappropriate behaviour in training and competition.
- Operate in an open environment with transparent communication and actions. Where possible coaches should share knowledge and their experience.
- At all times observe the rules and regulations made from time to time by the member bodies of British Equestrian as they apply.
- Never engage in or tolerate any form of bullying, always appropriately challenge bullying behaviour.

Humanity:

- Treat everyone with the same degree of courtesy and respect regardless of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion and belief, sex and/or sexual orientation.
- Recognise the importance of fun and enjoyment, especially when working with young participants.
- Always promote the positive aspects of our sport (e.g. fair play) and must never condone rule violations or the use of prohibited substances.

- Ensure that all employees in any equestrian business or establishment under their control comply with the standards laid down from time to time by member bodies of British Equestrian and follow all appropriate legal and ethical considerations to ensure open and fair recruitment processes and working conditions.
- Recognise that any failure on the part of a coach to comply with the provisions of this code may render the coach liable to disciplinary proceedings by their member body.
- Be aware of, and abide by, British Equestrian Safeguarding Policies and Procedures.
 - This includes that no coach, instructor, or trainer should have sexual related contact with a participant, fellow coach, instructor, teacher, trainer or volunteer under the age of 18. This includes sexual innuendo, flirting, inappropriate gestures in term, in person or through social media, texts and emails and taking part in sexting or otherwise sending inappropriate sexual images through technological systems.
 - Recognise that participants under 18 cannot have alcohol whilst under your supervision or attending an event.
 - Report any concerns that you may have about a child, young person or adults at risk in line with procedures.
 - Report any concerns you have about a colleague, volunteer or any adult working with children, young people or adults at risk in line with procedures.

All coaches, instructors and trainers should actively involve parents and carers throughout all stages of a young person (under 18) training /coaching and ensure you have parental consent for all activity.

Equity & Equal Opportunities

With regard to equity, the British Equestrian Federation:

- aims to ensure that all people, irrespective of race, gender, ability, ethnic origin. social status or sexual orientation, have equal opportunities to take part in equestrianism at all levels and roles.
- seeks to educate and guide BEF members, their employees and volunteers on the ownership, adoption and implementation of its Equity plan.
- intends to raise awareness of Equity through the implementation of this policy and the adoption of the Equity Action Plan; and, as a result of this process.
- aims to monitor, review and evaluate progress in achieving the stated aims and objectives and to feed back to member organisations on progress made.

BEF will ensure that its recruitment and selection procedures are fair and transparent, and meet the appropriate legal requirements. Each member body will ensure its own procedures meet these requirements.

Further background information on coaching, registration, affiliation and qualification processes are available from British Equestrian and its member organisations.

Further background information on Safeguarding and Equality is available from British Equestrian and its member organisations.

I confirm that I agree to and will abide by this code of conduct.

Name (please print)

Signature.....

Member body branch/centre.....

Date.....

Appendix B – Working Together. The RDA UK Code of Conduct

WORKING TOGETHER

RDA UK Code of Conduct

The role of all volunteers and staff, whether from an RDA Group or RDA UK, is to ensure all our participants, staff and volunteers have an excellent experience with RDA.

RDA UK consists of the RDA Board; National Office staff; National, Regional and County Representatives; Coach Developers; National Trainers and Assessors.

RDA'S CORE VALUES

1. RDA is a community of people who believe that it's what you can do that counts and who enable participants and volunteers to achieve their goals.
2. RDA values the input of all people who are involved – participants, volunteers and paid staff.
3. RDA ensures that development and achievement is recognised and celebrated across the organisation.
4. RDA aims to deliver an excellent service and experience for all participants and volunteers
5. RDA recognises the central part that horses and ponies play in everything we do

Expected Behaviours When Working Together within RDA

The standard of behaviour expected when working together, for the ultimate benefit of our participants, is outlined below. Everyone is expected to act honestly, reasonably, conscientiously and in good faith at all times; this includes anyone within RDA Groups and all RDA UK representatives.

At all times we expect volunteers, staff and participants to:

- Treat everyone equally, with respect and dignity
- Comply with lawful and/or reasonable direction, instructions and policies.
- Place the safety and welfare of everyone involved as the highest priority.
- Always act to ensure a very high standard of equine welfare.
- Create a safe and enjoyable environment for participants, volunteers and staff.
- Maintain the confidentiality of any information obtained whilst working/volunteering for RDA and only use the information for the purposes for which it was intended.

Volunteers, participants and staff will not:

- Allow inappropriate language or behaviour to go unchallenged.
- Embarrass, humiliate or undermine individuals.
- Act in any way that may bring RDA into disrepute.
- Form a relationship with a child, young person or adult at risk, that is an abuse of trust.
- Abuse their privileged position of power or trust.

When something goes wrong

We would always hope that any disagreements could be settled amicably between the individuals involved. However, we accept that at times this may not be possible, and help may be needed to resolve the situation.

If anyone has behaved in a way that makes you feel they have breached our values and expected behaviours, please firstly try to talk to the person involved and resolve it if you can.

If you need to escalate your concerns, please follow the table below and contact the relevant person:

Concern about the behaviour of a group volunteer, participant or staff	Concern about the behaviour of a County or Regional Representative	Concern about the behaviour of a Board, National Office or National Representative
• Telephone or write with concerns to the Group Chair	• Telephone or write with concerns to the Regional Chair	• Telephone or write with concerns to the Director of Operations at RDA National Office
• If not resolved, or the matter relates to the Group Chair, escalate in writing to the County/Regional Chair	• If not resolved, or the matter relates to the Regional Chair, escalate in writing to the Director of Operations at RDA National Office	• If not resolved, or the matter relates to the Director of Operations, escalate in writing to the RDA CEO at RDA National Office
Should a complainant wish to appeal the outcome of their escalated complaint they may do so as follows:		
• If not resolved, appeal in writing to the Director of Operations at RDA National Office	• If not resolved appeal in writing to the RDA CEO at RDA National Office	• If not resolved, or the matter relates to the CEO, the matter will be investigated by the RDA UK Chair and Board

If you do not know who the relevant person is to speak to, or do not have their contact details, please contact National Office on 01926 492915 and one of the team will be able to provide you with details.

When a concern has been received in writing (via email or by post), you can expect to receive a confirmation of receipt within two working days, outlining what will happen with timescales.

You will receive a full written response, which will hopefully resolve the situation but if not, the response will include details on how to escalate the matter further.

Complainants have the chance to appeal a decision once and this will be to the next level of RDA UK. Appeals must be made within 30 days from receiving the written outcome of the initial escalated complaint, outlining the premise of the appeal.

In the spirit of openness and transparency, anonymous concerns will not be acted upon.

January 2024