



Chester School Sport Partnership



Cheshire West and Chester

Sports Coaching Guidance





Introduction

www.coachingcw.org/Cheshirewest

Introduction

This is a document designed by Cheshire West and Chester partners in order to provide guidance and information within the sphere of coaching. This document is aimed at:

- Sports coaches
- Those who employ sports coaches
- Sports coach managers
- People involved in the development of sports coaches and coaching

Please follow the contents guide below to find the relevant section of information. If you wish to discuss anything further or you query is not answered by this document please email coaching@cwsportspartnership.org

This document is **solely intended as information and guidance**. Each organisation should also contact their own HR or director to get guidance on internal policies that may affect coaching

We hope this document will provide useful whether you are a coach, employer or coach manager within Cheshire West and Chester, in ultimately creating a more professional environment for all concerned.

Kind Regards,

Cheshire West and Chester

"In Cheshire West and Chester, the role of sports coaches in our communities is key to supporting ongoing health, development and learning through sport. At many levels, these coaches in schools and clubs bind our community together and encourage young and old of all abilities to take part and achieve in sport. As a borough, we recognise the importance of our sports teams and individuals as role models to the wider community and this is very much as a result of the valuable service coaches offer to sport at all levels. It is through the recruitment of new young coaches and retaining experienced coaches that sport in Cheshire West and Chester can be something to be proud of. Thank you for all your hard work".

Councillor Richard Short, Culture & Recreation Portfolio Holder

Contents

www.coachingcw.org/Cheshirewest

Contents

Page Number	Section
4	Generic Contact information in coaching
5	Role Definitions in coaching
7	Minimum Standards Guidance
10	Coaching Hour Guidance
11	Rates of Pay Guidance
12	Ofsted information guidance
17	Guidance on what coaches and employers should expect
18	Guidance: Cancellation Policies
20	Continual Professional Development (CPD) – What is it and what is available
21	Payment and Monitoring and Evaluation
22	Guidance: Participant Coach Ratio's
23	Guidance: Cost of Courses
24	Guidance: Health and Safety and First Aid in coaching
26	Guidance: Insurance in coaching
27	Grievance Procedures
28	Guidance: Appropriate Levels of contact and behaviour
29	Guidance: Safeguarding information
30	Example Service Level Agreement Form
32	Example completed coaching documentation: Session Register Risk Assessment Session Planner Accident Report Form

Key Contacts

Make sure you are registered: coachingcw.org/Cheshirewest

Below is a list of key contacts within the area (with a responsibility for coaching) that you may find useful:

Organisation	Acronym	Responsibility	Contact Email	Contact Phone Number
Cheshire & Warrington Sports Partnership	CWSP	The development of Sport across Cheshire & Warrington	coaching@cwsportspartnership.org	01606 871812
Chester School Sport Partnership	CSSP	The provision of sport and physical activity opportunities in schools and colleges	sportpartnership@blaconhigh.cheshire.sch.uk	01244 371475
Vale Royal Sports Partnership	VRSSP		info@vrssp.org	01606 786072
Cheshire Oaks Sports Partnership	COSSP		ccaskie@UCEAcadamy.org	0151-338-2408
Cheshire West and Chester and Chester Council	CWaC	To ensure and enable the development of quality community sport and physical activity opportunities	sports@cheshirewestandchester.gov.uk	01606 2 88557
Coaching Cheshire and Warrington	CoachingCW	Online tool for supporting coaches, giving access to training courses and collecting monitoring and evaluation	www.coachingcw.org/cheshirewest	01606 871812
SportscoachUK	scUK	The development and implementation of a national coaching system	N/A	0113 274 4802
Youth Sport Trust	YST	Improve the quality and quantity of PE and sport for young people	info@youthsporttrust.org	01509 226600
Child Protection in Sport Unit	CPSU	To build the capacity of sport to safeguard children and young people	cpsu@nspcc.org.uk	0116 234 7278
Local Safeguarding Children Board	LSCB	Supporting parents, carers and families in providing safe and stable homes for children and young people.	www.cheshire.gov.uk/lscb	0845 11 333 11

Coaching Role Definitions

www.coachingcw.org/Cheshirewest

Role definitions in Coaching

For clarity the definitions below will serve to define the role of, assistant coach, senior coach, employer and coach manager

Activity leader

- Will be expected to assist the coach in the delivery of activities based on the needs of the group
- An activity should hold and activity leadership qualification (e.g. Sports Leaders Award), insurance and a CRB certificate.

Assistant Sports Coach

- An assistant coach is expected to work in a supportive role to a Coach or Senior Coach,
- Tasks and actions undertaken by an assistant coach will typically be guided by the Coach or Senior Coach or a person supervising the session.
- An Assistant Coach should be aware and understand the planning process to a session and should work collaboratively with other Coaches to deliver the aims of the session's plans.
- An Assistant Coach should have a basic knowledge of coaching and should be delivering at NGB recognised Level 1

Coach

- A coach is expected work in either a supportive role or in most cases taking the lead on the delivery of sessions.
- A coach should be able to plan, implement and deliver sessions with the assistance of an Assistant Coach if available.
- A coach should be able to monitor and evaluate their delivery and provide monitoring information if and when requested.
- A Coach could be responsible for supervising Assistant Coaches and be able to delegate tasks accordingly.
- A coach should have a good working knowledge of coaching and should be delivering at NGB recognised Level 2.

Senior Coach (Head Coach)

- A Senior Coach is expected to lead sessions and be responsible for supervising Coaches and Assistant Coaches and be able to delegate tasks accordingly.
- Senior Coaches should be able to deliver a high level of session planning and implementation.
- Senior Coaches should have skills and experience to supervise a number of individuals and work collaboratively with Coaches and Assistant to deliver a quality coaching experience.
- A senior coach should have an excellent knowledge of coaching and should be delivering NGB Level 3 (Or Level 2 with significant Levels of experience (More than 2 years)

Coaching Role Definitions

www.coachingcw.org/Cheshirewest

Employer

Within Sport, an employer is defined as someone who:

- Employs a coach to work full time, part time or casually in specific coaching environments or
- Deploys a voluntary or self employed coach

Coach Manager

The prime function of a coach manager is to Plan, Recruit, Develop, deploy and retain the right coaches to coach in the right environment. They have this responsibility to all coaches under their direct management.

Many Coach Managers in Sport have this role embedded into other roles, for example:

- A Partnership Development Manager in a School Sport Partnership.
- A Coaching Development Manager within a County Sports Partnership
- In a local authority context a Coach Manager could be a head coach, sport development officer or leisure centre manager.

Minimum Standards Guidance

Make sure you are registered: coachingcw.org/Cheshirewest

Definition of Coach Role	Minimum Standards for deployment with each level of Performer			
	Children	Participation	Talent Development	High Performance
Activity Leader Will support a coach to deliver an activity to meet the needs of a particular group of participants	<ul style="list-style-type: none"> - Activity Leadership Qualification - Insurance - Supervised by Coach 	<ul style="list-style-type: none"> - Activity Leadership Qualification - Insurance - Supervised by coach 	Specific NGB recommendations to be consulted	
Assistant Coach Will assist a coach with a session, they will receive instructions for their specific role in sessions from the coach supervising the event / session to support delivery.	<ul style="list-style-type: none"> - NGB Level 1 qualification - Insurance (see guidance) - Age 16+ - Supervised by sports coach 	<ul style="list-style-type: none"> - NGB Level 1 qualification - Insurance - Age 16+ - Supervised by sports coach 	Specific NGB recommendations to be consulted	
Sports Coach The coach / lead coach will be responsible for general coaching practices including session planning, delivery and evaluation procedures.	<ul style="list-style-type: none"> - Current and active host organisation CRB - NGB Level 2 qualification - Insurance - Safeguarding & Child Protection training - First aid (unless someone else at session is qualified) 	<ul style="list-style-type: none"> - NGB Level 2 qualification - Insurance - Safeguarding & Child Protection training - First aid 	Specific NGB recommendations to be consulted	
Specialist Sports Coach The coach will be responsible for general coaching practices including session planning, delivery and evaluation procedures. They may also be responsible for designating tasks to any additional adults / assistant coaches present at sessions. Senior coaches will be able to contribute to development of additional young people / adults within their coaching setting. They will be able to pass knowledge onto other coaches as a part of CPD / act as mentors for young leaders.	<ul style="list-style-type: none"> - Current and active host organisation CRB - NGB Level 2 qualification - Insurance - Safeguarding & Child Protection training - First aid - Willing to be observed and to observe/feedback on others - Passed satisfactory interview at host organisation / place of work 	<ul style="list-style-type: none"> - NGB Level 2 qualification - Insurance - Safeguarding & Child Protection training - First aid - Willing to be observed and to observe/feedback on others - Passed satisfactory interview 	Specific NGB recommendations to be consulted	

Detailed Minimum Standard information

www.coachingcw.org/Cheshirewest

CRB Information

The Criminal Records Bureau (CRB), an Executive Agency of the Home Office, provides wider access to criminal record information through its checking service. This service enables organisations in the public, private and voluntary sectors to make safer recruitment decisions by identifying candidates who may be unsuitable for certain work, especially that involve children or vulnerable adults.

It is mandatory that all people working within organisations that serve the public undertake a CRB check, also known as a record of disclosure.

The host organisation for which you are working, in Cheshire West and Chester will process your application and have responsibility for the following:

- Check and validate the information provided by the applicant on the application form
- Establish the true identity of the applicant, through the examination of a range of documents using guidance provided by the CRB
- Ensure the application form is fully completed and the information it contains is accurate
- Countersign applications to confirm that the organisation has an entitlement to access criminal record information
- Comply with the CRB's Code of Practice

It is the responsibility of the person undergoing a CRB check to disclose any information that may delay their application or prevent them from being given clearance from the CRB.

Information showing on a CRB will not rule you out from working within the host organisation, but it is at the discretion of the lead person responsible to determine your suitability to work within Cheshire West and Chester.

NGB Qualifications

National Governing Body UKCC level 1 qualifications typically qualify to assistant coach level. This allows the assistant coach to support a level2+ qualified coach with their session, deliver to smaller group numbers, but always under supervision.

National Governing Body UKCC level 2 qualifications allow coaches to lead sessions unsupervised, therefore allow for employment opportunities. Once qualified, the holder will be able to teach groups of participants of a range of abilities.

NGB qualifications need to be current and active; this means that the person coaching is an active coach, or has recently qualified or updated modules to validate their coaching license. To ensure your NGB qualification is valid and up to date, so you are covered during coaching you need to present an updated certificate, this can be obtained from your NGB.

Detailed Minimum Standard information

www.coachingcw.org/Cheshirewest

Safeguarding & protecting children training

Safeguarding & protecting children training is now a module within some NGB training courses for level 1 and/or 2. Sports Coach UK also offer a UK Coaching Certificate in Safeguarding & Protecting Children (SPC), in two parts. Safeguarding and Protecting Children 1 or equivalent is to be no more than 3 years old. SPC2 can be taken to update information learnt in the first workshop, and will allow for the opportunity to share with other coaches and learn from their experiences.

Once both courses have been attended, the SPC2 certificate should be updated every 3 years to remain valid. Both NGB and SCUUK Safeguarding & Protecting Children training courses will be recognised by organisations within Cheshire West and Chester

High Quality PE / ASL course

If work has begun in Cheshire West and Chester, it is the responsibility of the employer / coach manager to provide access to the relevant High Quality PE or Adult supporting Learning courses.

If working within schools this course should be completed as quickly as possible but must be achieved within 6 months from starting work. When working in the community, with young people the course should be achieved within 12 months, this is to compliment high quality delivery and to further develop sports coaches understanding of the wider education community sport can provide.

Observations

All Cheshire West and Chester coaches must show a willingness to be observed and receive feedback to inform their coaching processes and practices. Coach observations will be specific to the environment and feedback will contribute to all coaches Continuing Professional Development.

Senior Coach Interview

In order to achieve Senior Coach status coaches must pass an interview at host organisation / place of work. Not all coaches will undergo a formal interview and those progressing onto being a senior coach will only do so after demonstrating advanced skills which can further contribute to the quality of PE and Sport in Cheshire West and Chester.

Any additional responsibilities asked of sports coaches that may constitute a senior position include:

- Coach mentoring (mentoring of assistant coaches)
- Tutor training
- Competition / event coordination
- Carrying out coach observations
- Lead Coach for large event where supervising other staff



Guidance: The Coaching Hour

www.coachingcw.org/Cheshirewest

Guidance: The Coaching Unit (Replacing the Coaching Hour)

The Coaching Unit

For all work in Cheshire West and Chester, the Coaching Unit is defined as the elements required to provide an effective coaching session, including:

- Travel
- Session Planning
- Delivery
- Setting up and clearing of equipment
- Monitoring and evaluation

Example of a unit of work

- o *15minutes session planning*
- o *Coach the session from 9am – 10am*

N.B. Monitoring and evaluation and travel time are considered to be part of your agreement and are to be completed within this payment rate

Rates of Pay

The rates of pay indicated below are based on the 'Coaching Unit' (see above).

The exact rate within the band will be determined by each employer within Cheshire West and Chester based on the experience of the coach and the demands of the programme.

For more information on the roles, please see the minimum standards matrix on page 7 of this document.

If you as the coach are ever unsure of what work you will be getting paid for please ensure you ask your coach manger / employer for further information before specific jobs are agreed to.

Guidance: Rates of Pay

www.coachingcw.org/Cheshirewest

Guidance on Rates of Pay

The rates of pay indicated below are based on the 'Coaching Unit' (Please see Page 9). The exact rate within the band will be determined by each employer within Cheshire West and Chester based on the experience of coach and the demands of the programme. All pay should be agreed before work commences, otherwise employers will use the table below as a guide on which to base your pay.

To receive the pay for a particular role, you must first meet the minimum standards for deployment criteria on Page 8. If you exceed the criteria, this does not mean you will receive a higher rate of pay, but you will be able to further negotiate rate of pay with your employer. Rates of pay have been set based on the target audience to which you will be delivering, not the qualifications of the coach. For more information on the roles please see the minimum standards matrix on page 8.

Coach Role	Level of Performers	
	Children, Participation & Talent Development	High Performance and Challenging groups
Activity Leader	Grade 2 - £6.49 - £7.04 P/hour	Grade 2 - £6.49 - £7.04 P/hour
Assistant Sports Coach	Grade 3 - £7.04 - £8.00 P/hour	Grade 3 - £7.04 - £8.00 P/hour
Sports Coach	Grade 5 - £8.72 - £9.91 P/hour	Grade 5 - £8.72 - £9.91 P/hour
Specialist Sports Coach	Grade 5 and current market rate	

Please note these rates are payable to all coaches recruited by Cheshire West and Chester Council

Additional Roles carried out by a coach

Non-coaching roles carried out within the organisation you are working with, such as:

- Competition support
- Team management
- Travel to games with teams
- Small event organisation

Will all be paid at a standard rate of £7/hour

Any other role as taken outside of the coaching unit is to be individually negotiated e.g. *Mentoring, carrying out session observation, tutoring of young leader's courses.*

Guidance: Ofsted Information

www.coachingcw.org/Cheshirewest

Information on Ofsted for those working in a school environment

Ofsted is the Office for Standards in Education, Children's Services and Skills. They regulate and inspect schools to achieve excellence in the care of children and young people, and in education and skills for learners of all ages.

They will assess a range of areas from pupil's attendance, attainment, behavior, safety and, important to sports coaches, teaching skills. You may not be a teacher, but it is important to note that when your work is being carried out in curriculum time your coaching may be observed by a HM Ofsted inspector, and this will contribute to a school's overall Ofsted report.

Within schools they will look at the quality of teaching, the use of assessment to support children's learning, how the curriculum meets the children's needs and the effectiveness of care, guidance and support. These areas should always be considered in coaching where sessions take place in school.

For more information it is recommended that when a school is due for an Ofsted inspection that sports coaches consult heavily with that school on what they will be required to do in order to achieve Ofsted-like standards. School staff should be able to assist with formalizing lesson planning and assist in delivery of a session specific to your sport, whilst still retaining curriculum requirements.

The Ofsted marking criteria for Physical Education is below:

Outstanding (1)

- Teaching is at least good in all, or nearly all, respects and is exemplary in significant elements. As a result, learners thrive and make exceptionally good progress in PE and make considerably better progress in PE than might be expected.
- Almost all learners are engrossed in their work and make considerably better progress in PE than might be expected.
- Achievement in PE is very high.
- Teaching in PE is stimulating, enthusiastic and consistently challenging, stemming from expert knowledge of the curriculum, how to teach it and how learners learn.
- There are excellent relationships in all PE activities.
- Teaching methods in PE are well selected and time is used very productively for independent and collaborative work.
- PE activities and demands are matched sensitively to learners' needs.
- Well-directed teaching assistants and paired or joint teaching reinforce and strongly support learning in PE.
- OSHL opportunities extend, enrich and enhance the PE curriculum and develop skills, knowledge and understanding very effectively.

Guidance: Ofsted Information

www.coachingcw.org/Cheshirewest

Good (2)

- Most learners make good progress in PE and achieve well.
- Teaching methods in PE are imaginative and lead to a high level of interest from most learners.
- Individual needs in PE are well catered for, and teaching assistants are well deployed and make a significant contribution.
- Adults relate well to learners and expect them to work hard, but the level of challenge is realistic and safe, and pupils are productive.
- Staff understand the next steps learners need to take in their learning and they provide a wide range of activities to help them learn safely in PE.
- Homework in PE, if appropriate, is challenging and extended assignments, for example in GCSE and the sixth form, effectively develop what is learned in lessons

Satisfactory (3)

- Most learners' learning and progress in PE are at least satisfactory.
- Teaching in PE is accurate; teachers have secure understanding of the curriculum and the teaching of Key Skills through PE.
- They seek to make work in PE interesting and varied, and they involve learners productively.
- Learners understand what they are expected to do, and tasks in PE have sufficient challenge to keep them working well, independently or cooperatively.
- PE in the school provides successfully for learners who do not respond well to the subject or who have difficulties in learning.
- Relationships in PE are constructive and there is sensitivity to the needs of individuals and groups.
- Support staff are adequately managed and soundly contribute to pupils' learning in PE.
- Homework, if appropriate, and OSHL opportunities, extend, enhance and enrich class learning.
- Learners are given scope to make choices and apply their own ideas in PE.

Inadequate (4)

- Significant proportions of learners make limited progress in PE and underachieve because teaching is unsatisfactory.
- Teaching in PE is dull and fails to capture learners' interest and enthusiasm.
- PE activities are mundane and, because of limited tuning to individuals' needs, some learners get little from them.
- Greater effort is exerted on managing behavior in PE than in learning.
- Some learners are easily distracted from the activities and lack the motivation to work in PE.
- Staff have an incomplete understanding of the PE curriculum, resulting in patchy coverage.
- Teachers' sights may be set too low in PE and they may accept learners' efforts too readily.
- Support staff provide an extra pair of hands, but little effective support for learning in PE.

Guidance: Session Planning

Make sure you are registered: coachingcw.org/Cheshirewest

Example of Outstanding Lesson Plan Year 10

Group Size: 27 pupils Facility: Circuit Room Time: 1 hr Age: Yr10 Children with Disability: None

Session Objectives: To introduce the circuit room and each piece of equipment, correct techniques and safe use.

To introduce voluntary muscles that is used on each piece of equipment to reflect on their performance and monitor individual progress.

Session Outcomes:

ALL – They will be able to explain the different parts of the body that each piece of equipment uses.

Most – They will be able to share the benefits of each piece of equipment and match the muscles being used

Some – They will be able to explain which circuit equipment would be suitable to improve their health related fitness (HRF). They will be able to give the long term benefits on each muscles being used in the circuit.

Equipment Needed: Circuit room stations (10 minimum)

Resources: Pupil Worksheet, Stop watches

Specifically for Curriculum Delivery

Time	Organisation	Description	Progression	Assessment	Differentiation	National Curriculum Links
15 mins	Whole class	Starter Introduce each piece of equipment and show correct techniques. Share SO and S/Outcomes (printed).				
40 mins	In groups of 3 to one piece of equipment	Main activity Completing the circuit – pupils in 3's complete the 1 minute challenge around the circuit room, recording results for each piece of equipment and rate how they felt. When they are resting they need to also fill in the muscles used for each piece of equipment.	Recording over 3 weeks period a measure of Personal progressions SM – identify preferred weights for HRF targets	PLT – SM therefore self assessment. TW - Circuits allow for peer assessment referring back to exemplified techniques.	N / A	Personal Learning and Thinking Skills (PLT) Effective Participant (EP) Self Manager (SM) Team Worker (TW)
5 mins	Whole Class	Plenary Highlight individual success on each piece of equipment		Recording producing comparable results.		PLT Reflective Learner (RL)

Guidance: Session Planning

Make sure you are registered: coachingcw.org/Cheshirewest

Outstanding Lesson Plan Example – Primary Key Stage 2

Group Size: 27 pupils Facility: Circuit Room Time: 1 hr Age: Year 5 Children with Disability: None

Previous knowledge:

- Stamina running (yellow to green cones)
- Holding the tennis racket
- Forehand technique
- Briefly visited the back hand technique

Session Objectives: To deliver the basic game of tennis and allow children to learn tactics of the game to score points against their opponent

Session Outcomes: By the end of the lesson the children will be able to play tactical placements shot in tennis to score points by hitting the ball in court, but far away from the opposite player, using the forehand technique.

Lower ability – will call where in the court they are aiming to place the ball (colour cones to indicate) - showing their tactical ability

Higher ability – will be using both backhand and forehand techniques to score points

Equipment Needed: Circuit room stations (10 minimum)

Resources: Pupil Worksheet, Stop watches

Specifically for Curriculum Delivery

Time	Organisation	Description	Progression	Assessment	Differentiation	NC Links
	Warm Up	<ul style="list-style-type: none"> • Introduce the children to a new warm up game of zigzag relay • Begin by asking the children to snake through the coned area as a group • Split the children up into house colours and place each group at different entrances to the square, ask the children to walk through as a practice, explain to the children they are only allowed to walk 	<p>Following walking, jogging is now promoted with side to side, tennis like movements.</p> <p>Then ask them to complete 4 laps of golden mile, using the green and yellow cones to raise heart rate</p>			4B

	Main activity	<ul style="list-style-type: none"> Hand out the tennis rackets and remind the children of the work we carried out last week throwing and hitting the ball back to our partners and refresh the children on the forehand and back hand positions and how to hold the racket and hit the ball. Children to work in pairs, one child has a racket and the other throws the ball, ensure children swap so that each child has the opportunity to practice their back hand. Ask all children to get a racket, and get the children to rally with each other ensuring the ball is hit back at their partners using forehand and backhand - where possible. Set up a number of tennis nets – ask - when we are in a game situation do we hit the ball back at our partner? Ask the children to line up in two separate groups, they have to work as a team and one person from each team is allowed on the court at any one time they must hit the ball back across the net staying in the court markings. 	Courts made larger for movement progression and smaller for placement progression	<p>Visual assessment and success of hitting straight shots to partners</p> <p>Visually assess the children and ensure they are moving their bodies and not just the racket</p>	<p>Lower ability children to allow up to 3 bounces in between hits</p> <p>Higher ability children to allow less bounces in between hits (1 or less)</p>	<p>Games: 7A, 7B</p> <p>Tactical placement : 2A</p> <p>Out witting opponents</p> <p>Problem Solving</p> <p>Key Physical skills: Striking a moving object</p> <p>Agility</p> <p>Co-ordination Balance</p>
	Cool Down	Stretches – ask children to give stretches for specific parts of the body.	Revisit ideas of dynamic/static stretching			
	Plenary	Get the children self evaluate, what did you do best? What do you think you can improve on which will help you next time? - Record				<p>3A</p> <p>What makes performance effective</p>

Guidance: Expectations

www.coachingcw.org/Cheshirewest

Guidance: Expectations of parties within coaching in Cheshire West and Chester

As a coach in Cheshire West and Chester we expect you:

- To treat all individuals in sport with respect at all times, to not to discriminate or condone discrimination on the grounds of gender, marital status, race, colour, disability, sexual identity, age, occupation, religious beliefs or political opinion
- To meet all the minimum standards outlined in this induction pack before and during your delivery within Cheshire West and Chester (Including but not limited to an active and suitable Criminal Records Bureau Check)
- To communicate with, and provide feedback to, participants in a manner which reflects respect and care.
- To ensure that physical contact is appropriate and necessary and is carried out within recommended guidelines (for more information see Cheshire West and Chester coaching guidance document).
- To know, understand and adhere to the Cheshire West and Chester child protection/safeguarding policies and procedures and adhere to them. (see Guidance Notes)
- To encourage participants to take responsibility for their own development and actions and to allow performers to discuss and participate in the decision-making process.
- To display high standards in use of language, manner, punctuality, preparation and presentation and encourage participants to display the same qualities. (For more information see Cheshire West and Chester coaches guidance document)
- To display control, respect, dignity and professionalism to all involved in your sport.
- To plan all sessions so they meet the needs of the participants and are progressive and appropriate and to maintain appropriate records of your participants.
- To demonstrate commitment to Continuing Professional Development (CPD) by undertaking/attending learning opportunities to maintain up-to-date knowledge of technical developments in your sport.
- To practice in an open and transparent fashion that encourages other coaches to contribute to or learn from your knowledge and experience.
- To fill out a profile and record monitoring and evaluation data on www.coachingcw.org/Cheshirewest as detailed in this document and carry a

Guidance: Expectations

www.coachingcw.org/Cheshirewest

As a coach working in Cheshire West and Chester, you can expect the following from your employer:

- A structured induction process that is consistent across Cheshire West and Chester:

"Each Coach will receive an induction through Cheshire West and Chester Council. This will include;

- *The role and responsibility (or localised agreement)*
- *A list of all relevant internal staff and external organisations*
- *Copies of the relevant policies, including Cheshire West and Chester's Child Protection Policy, Health and Safety Guidance, Equal Opportunities and Diversity and Conflict Management.*
- *Induction training and details of ongoing training where appropriate.*

Each coach must attend this induction, which may be both one-to-one and where appropriate, in groups. Inductions needs will vary according to the previous experience of the individual."

- A consistent rate of pay in school and council deployments
- A nominated point of contact within the organisation in which you are coaching
- Access to a programme of Continual Professional Development
- Links to the wider coaching network across Cheshire and Warrington
- Access to paid and voluntary coaching opportunities
- Standardised forms for planning, delivery and evaluation of sessions. These forms can be found in the appendix of this pack.
- To be listened to and involved in the development coaching programmes within Cheshire West and Chester
- A safe environment in which to deliver high quality coaching sessions
- Access to information regarding operating procedures within the host agency
- References for future employment and feedback from your coaching sessions and from managers
- Access to www.coachingcw.org/Cheshirewest
- To be treated fairly and with respect at all times.
- Access to the appropriate first aid equipment at every coaching session
- Opportunities to access mentoring support



Guidance: Session cancellations

www.coachingcw.org/Cheshirewest

Guidance: Cancellations

Cheshire West and Chester recommends the following cancellation policies with regards to delivery in Cheshire West and Chester:

- If a coach is on-site at the desired time and the session is cancelled **through no fault of the coach** then to coach should be entitled to 100% of the fee that is outlined in their contract
- If the session is cancelled **through no fault of the coach and less than 24 hours before the start of an agreed session** then the coach should be entitled to 50% of the agreed fee outlined in their contract
- If the session is cancelled more than 24 hours before it is due to start then to coach is not entitled to any of the fee agreed in their contract
- If the session is cancelled due to the fault of the coach (intentionally or unintentionally) then the coach is not entitled to any of the fee agreed in their contract

N.B.1 – These terms must be added to the Service Level Agreement which is signed by the coach for them to be bound by these cancellation guidelines.

N.B.2 – This guidance is only for casually contracted or self-employed coaches, coaches who are employed are guided by the policies of the employing organisation.



Guidance: Continuous Professional Development

www.coachingcw.org/Cheshirewest

Guidance: Continuous Professional Development

Continuous Professional Development (CPD) is the term used in coaches to explain a large range of opportunities for coaches to undertake study to improve their coaching delivery and understanding.

All partners in Cheshire West and Chester strongly recommend that all coaches have regular access to CPD opportunities and also are given time to decide what CPD is most relevant for them.

How to assess what CPD a coach needs?

There are many ways of assessing the CPD needs of coaches, which could include:

- 1-2-1 Sessions
- The completion of a training needs analysis (TNA)
- The completion of a Personal Development Plan (PDP)
- Identification of specific courses from materials
- Recommendations from National Governing Body of Sport

For more information and templates please email coaching@cwspartnership.org

What types of CPD are there available?

There are many types of CPD available to coaches that may include:

- Sport Specific courses – e.g. Hockey or Cricket coaching courses
- Generic Coaching Courses – e.g. Coaching Disabled performers or Safeguarding and Protecting Children (multi skills)
- Mentoring
- Reading material (both online and paper based)

Information on these can be gained by visiting the appropriate National Governing Body of Sport Website or by contacting Cheshire and Warrington Sports Partnership at coaching@cwspartnership.org

Guidance: Monitoring and Evaluation

www.coachingcw.org/Cheshirewest

Guidance: Payment and Monitoring and Evaluation

We recommend that Monitoring and Evaluation should be carried out across Cheshire West and Chester using the website www.coachingcw.org/Cheshirewest.

Coaches can register an account on the above address and provide:

- Contact details
- Details of coaching experience
- Training needs for the future

You can then log into your coach profile in order to complete M&E for your coaching sessions within a week of delivery. This can be done by selecting the "Journaling" button on your home page. The minimum requirement for data collection at each session is as follows:

- Number of participants (Boys / Girls)
- Age of participants. KS1 (4-8), KS2 (8-11), KS3 (11-14), KS4 (14-16), KS5 (16-19), Adult (20-50), Older Adult (51+)
- Activity/Sport
- Hours delivered

For some programmes, you may be asked to collect other information alongside this minimum. This may include information on Ethnicity, participants with a disability, talent identification etc.

Self-Employed coaches

Coaches working in Cheshire West and Chester should invoice their coach manager monthly or termly for work completed. *N.B. Payment will not be processed unless all M and E commitments detailed above have been met*

Employed coaches

Coaches working on an employed basis should consult their contract for information on payment.

Guidance: Participant Coach Ratio's

www.coachingcw.org/Cheshirewest

Guidance: Participant:Coach ratio's

Sport	NGB Guidelines
Angling	01:12
Archery	01:08
Athletics	01:12
Badminton	01:16
Baseball & Softball	01:15
Basketball	01:16
Canoeing	01:8
Cricket	Nets 1:8, Groups 1:24 or 1:12, Matches 2 per team, Hard ball 1:16
Cycling	1:20 road 1:7 off road
Disability Sport	Risk assessment undertaken to ensure all athletes are catered for appropriately. In some instances 1:1.
Fencing	01:12
Football	01:16, lower for U8's
Golf	1: 12 to 20
Gymnastics	1:16 for low level activity i.e warm up 1:8 for each apparatus station. 1:20 for pre school sessions where an adult / parent is also in attendance.
Handball	01:15
Hockey	01:10
Judo	01:20
Lacrosse	01:12
Netball	01:10
Orienteering	1:20 with at least one other adult helper
Rugby Union	01:10
Rugby League	01:20
Squash	1.4
Swimming	
Table Tennis	01:12
Taekwondo	01:15
Tennis	4 years - 1:4 5-6 years - 1:6 7-8 years – 1:8 8-9 years 1:10 10+ years - 1:12 Performance groups 1:4 – 1:6
Triathlon	01:15
Volleyball	01:12 to 15
Wrestling	1:30 warm ups; 1;16

Guidance: Cost of NGB Coaching courses

www.coachingcw.org/Cheshirewest

Guidance: Cost of NGB Coaching Courses

Sport	Level 1	Level 2	Level 3	Level 4
Aikido	£50	TBC	TBC	TBC
Angling	£212.75	£437	TBC	TBC
Archery	£50	£60	TBC	TBC
Athletics	£60	£140	£240	£320
Badminton	£195	£350	TBC	TBC
Basketball	£60 - £100	£110 - £150	TBC	TBC
Boxing	TBC	TBC	TBC	TBC
Canoeing	£250	£370	TBC	TBC
Cricket	£175	£250	TBC	TBC
Cycling	£195	£295	£695	TBC
Equestrian	TBC	TBC	TBC	TBC
Fencing	£150	£150	£650	
Football	£155	£390	£595	TBC
Golf	£282	£763.75	TBC	TBC
Gymnastics	£90	£155	TBC	TBC
Hockey	£140	£360	£750	TBC
Judo	£25	£25	£60	TBC
Lacrosse	£50	£95	£200	TBC
Netball	£170	£360	£1200	TBC
Orienteering	£245	£420	TBC	TBC
Rowing	£250 (indoor rowing)	£325	£1200 - £1500	TBC
Rugby League	£130	£180	£800-£950	TBC
Rugby Union	£100+VAT	£176.25+VAT	£750	£1750+VAT
Squash	£195 - £130	£340 - £375	TBC	TBC
Swimming	£370	£650	TBC	TBC
Table Tennis	£160	£270	TBC	TBC
Tennis	£190	£365	TBC	TBC
Triathlon	£300	£470	£910	TBC
Volleyball	£150	TBC	TBC	TBC

*Approximate costs as of March 2010.

Guidance: Health and Safety in Coaching

Reporting an Accident / Incident

As a coach working for Cheshire West and Chester, you have a legal duty to record all accidents in the course of your work. Where accidents are of a specific serious nature, the council has a duty to inform the Health and Safety Executive.

What should be reported?

All accidents and incidents, including near misses, should be recorded on Cheshire West and Chester Council's 'Accident/Incident Report Form'. This form can also be used to record incidents such as physical or verbal assaults to staff.

Who should report an accident / incident?

Anyone can report an accident/incident but typically this is done by the injured person, a first aider who was involved, Responsible Adult working on behalf of CEC e.g. coach, or the manager with responsibility for the area or activity.

The 'Accident/Incident Report Form' comprises of two parts:

- **Part A** should be filled out by the injured person or by another person on their behalf.
- **Part B** should be completed by the Manager/Supervisor responsible for the area or activity in the incident.

When the whole form is complete it should be signed off by the appropriate Senior Manager or School Coach Manager. The form is then kept by the service/department and logged at a local level.

Do all accidents/incidents have to be investigated?

It is good practice to investigate the causes of all accidents/incidents, however the level of details and time needed will depend on the severity of the accident. For most accidents completing Part B of the accident/incident notification form will be sufficient but there may be occasions when a more in-depth investigation will be required.

When should a copy be sent to the corporate Health and Safety Team?

A copy of the accident/incident form should be sent to the corporate Health & Safety Team if the injured person:

- a. Goes to hospital from the scene of the accident, or
- b. Will be off work for 3 days or more as a result of the injuries sustained, or
- c. They return to work within 3 days but are unable to perform their normal work activities as a result of the injuries sustained.

Health and safety general

The aim of health and safety legislation is to prevent people from being harmed by work activities or becoming ill as a result of work.

It is a common misconception that all hazards must be eliminated completely. However as this is almost impossible, the Council should do everything reasonably practicable to reduce the risk of an employee or member of the public being harmed.

Guidance: First Aid requirements

www.coachingcw.org/Cheshirewest

First Aid Policy

First aid can save lives and prevents minor injuries becoming major ones. The Health and Safety First Aid Regulations (1981) require employers to assess the risks which may lead to the need for first aid and to provide accordingly. Provision extends to:

- Appropriate equipment and facilities
- Personnel trained in first aid i.e.: someone who holds a current valid certificate in either First Aid at work (FAW) or Emergency First Aid At work (EFAW)
- Information for employees
- Efficient arrangements for summoning emergency services

The regulations apply directly to facilities for employees. However codes of practice in support of the regulations recommend that the council should consider the needs of non-employees when carrying out a risk assessment. Thus the possible presence of visitors, contractors or members of the public needs to be taken into account.

First Aid Personnel

As a sports coach, or specialist sports coach you will be required to have First Aid training, unless someone else at the session / facility is qualified.

A First Aider is someone who holds a current and valid certificate in a recognised HSC First Aid qualification. Once qualified a first aider can provide first aid to those who are injured or taken ill while at work in accordance with the training they have received (see appendix 4).

On successful completion of the course candidates are issued with a certificate that lasts for three years. Coaches must provide a copy of a valid first aid certificate prior to commencing employment

First aid materials, equipment and facilities

There should be provision made for ensuring equipment is available at all times. It should be accessible and clearly marked usually with a white cross on a green background. On arrival at a sports venue the coach must ensure that first aid equipment is available.

Reporting of accidents and incidents

It is essential that incidents where first aid treatment is given are recorded in accordance with Cheshire West and Chester Council's accident reporting policy and the Data protection Act 1998.

Cheshire West and Chester Council requires an accident form to be completed and sent to the service / team manager for investigation **for all incidents which result in injury** or require a visit to hospital.

Guidance: Insurance in Coaching

www.coachingcw.org/Cheshirewest

Guidance: Insurance for Coaching

The following types of insurance exist for sports coaches. It is recommended that coaches look into the detail of their insurance cover to ensure they have the right level of the following areas for their practices.

Public Liability Insurance

Public Liability Insurance offers cover for the following eventualities: -

- Damages or awards made to a third party
- Legal fees and expenses incurred in your defence
- Third party medical costs where the NHS is entitled to a claim

The recommendation is that coaches should have a minimum of £5million of Public Liability Insurance

Professional Indemnity

Professional Indemnity insurance protects you against claims arising from your legal liability for errors or mistakes in the professional advice or services you provide.

Professional indemnity insurance ensures that any claims made against you arising from a negligent error or mistakes in the advice or services you provide to a customer or client are covered.

Sports or Personal Accident Insurance

Sports Accident Insurance (sometimes referred to as Personal Accident Insurance) ensures that should an accident occur whilst carrying out the activities for which you are insured that results in you being unable to continue to fulfil your role as a coach or trainer your policy would entitle you to compensation. Whilst Public Liability is the minimum expectation of a coach (and for an employer to ensure a coach possesses it), we would expect a coach to take out a suitable level of insurance for the activities they are delivering.

Please consult your National Governing Body about specific insurance needs



Guidance: Grievance Procedures

www.coachingcw.org/Cheshirewest

Guidance: Grievance Procedures

Grievance / Complaints procedure

If any issues arise and you wish to make a complaint, you should contact your coach manager who will guide you through the appropriate grievance procedure for the organisation. Each incident should be handled through the specific grievance procedure of the employing organisation

If this is not appropriate, you may contact the Coach Development Manager at Cheshire and Warrington Sports Partnership for further advice and information on 01606 871812.

Guidance: Appropriate Levels of Contact for Coaches

Many sports require a degree of physical contact between sports staff and children or young people. Coaches and staff may need to use it to instruct, encourage, protect or comfort.

Physical contact during sport should always be intended to meet the child's needs, NOT the adult's. The adult should only use physical contact if their aim is to:

- develop sports skills or techniques
- treat an injury
- prevent an injury
- Meet the requirements of the sport.

The adult or individual leading the session should always explain the reason for the physical contact to the child. Unless the situation is an emergency, the adult should ask the child for permission.

The contact should not involve touching genital areas, buttocks or breasts.

Physical contact should not take place in secret or out of sight of others.

All injuries should be fully recorded by staff; an incident report form is included at the end of this guidance booklet.

Guidance: Standards of Coaching (Behaviour)

www.coachingcw.org/Cheshirewest

Guidance: Standards of Coaching and expected behaviors

When referring to standards the term "coaches" encompasses the roles of Assistant, Coaches and Senior Coaches

Coaches' personal standards

Coaches;

- Must be equitable, fair and considerate to performers and others in their sport.
- Must be a positive role model at all time and should convey an image of professionalism

Coaches' professional standards

Coaches;

- Should ensure the environment being used is safe and should attempt to minimise all potential risks to themselves and their performers.
- Need to actively promote the use of safe and correct practice for their sport.
- Should act professionally and be ready to accept responsibility for their actions.
- Need to commit to always provide a quality service to their performers.
- Should actively promote the positive benefits of taking part in sports and physical activity and try to impart this knowledge on their performers through their coaching.
- Should add to the development of coaching through shared experience, transfer of knowledge and attendance at local coaching forums.
- Need to actively engage in improving their knowledge and seek to obtain the relevant skills and qualifications needed to enhance their delivery.

Guidance: Safeguarding information

www.coachingcw.org/Cheshirewest

Guidance: General Safeguarding information

Cheshire West and Chester partners are committed to ensuring that sport delivered within Cheshire West and Chester is both safe and inclusive.

Cheshire West and Chester partners promote the safety and welfare of children and young people engaged in sporting activities locally.

What to do if you need help

When you as a coach (or anyone) becomes aware that a young person may be at risk or suffering from abuse or neglect, they have to do something about it.

If you ever feel uncomfortable around a safeguarding issue and want to talk to someone about it then Cheshire and Warrington Sports Partnership had a designated officer you can talk to:

Name: *Alison Pease*

Contact Telephone Number: 01606 871812

Contact email:

Alison.pease@cwsportspartnership.org or support@cwsportspartnership.org

National Contact Information

If you would like to talk to someone or get some information from a national helpline, please see below:

Organisation Name	Details	Contact Number
NSPCC (National Society for the Prevention of Cruelty to Children)	The UK's leading children's charity. They campaign for children's rights and safety and lobby key decision makers who can affect children's lives	0800 800 5000
CPSU (Child Protection in Sport Unit)	A partnership between the NSPCC and the 4 home country sports councils. The CPSU's mission is to safeguard the welfare of children and young people under 18 in sport and to promote their well-being	0116 234 7278 cpsu@nspcc.org.uk
Childline	The free helpline for children and young people in the UK. Children and young people can call them to talk about any problems.	0800 11 11

Guidance: Example Service Level Agreement

www.coachingcw.org/Cheshirewest

Guidance: Service Level Agreements (SLA)

Each employing organisation should consult their own HR representative/s in order to ensure they have an SLA or MoU that meets the needs of their organisation. For guidance there is an example one below:

Service Level Agreement NAME OF COACH / SPORT(S)

Allocation:

Date of Appointment:

Position:

Agreed rate of Pay:

Reporting to: **Coach Manager**

Although this is your reporting location, work will be required outside of the main site.

Hours of Work: Your normal working week will average **X** hours, you will be required to spread these hours in accordance with competitions plans throughout the year and will have peak times where your delivery hours are more than your average. In this case you will be required to spread them appropriately e.g. September – November 5 hours / week, November – February 12-15 hours / week.

Tracking and reporting

Registers and records should be retained and updated in accordance with delivery.

Paperwork to be returned/completed at www.coachingcw.org/Cheshirewest:

- Timetable
- Completed timesheets (school signed)
- Any relevant session plans / schemes of work
- Excel hours log
- Participant registers (Electronic and for Sports Unlimited where applicable)
- Consent forms (for all after school / OSHL Clubs)
- Risk Assessments for all sessions (retain, no need to return)
- Any accident report / disclosure forms (retain, no need to return)

All data returns are required to be complete and submitted by the end of each half term you work in.

Guidance: Example Service Level Agreement

www.coachingcw.org/Cheshirewest

CPD and Training

Before work commences, all coaches are to take an induction in line with Cheshire West and Chester Induction Pack, if you have already completed this in another area of Cheshire West and Chester and know the contents of the pack please make the coach manager aware. This pack outlines pay scales and minimum standards for deployment which will need to be achieved before work starts.

X is committed to Continual Professional Development (CPD) for its entire staff. Coaches will be notified of forthcoming relevant courses and coach education courses to further develop their skill set. They will also be encouraged to take the opportunity to observe and work alongside other coaches / PE staff and observe good practices. These sessions can be arranged through your Coach Manager.

All coaches should show willingness to be observed whilst coaching, this is a procedure carried out by the coach manager to ensure high quality delivery, feedback will be provided and actions given to improve coaching performance where necessary.

Payment of invoices

Invoices for work carried out should be appropriately detailed, with a breakdown of hours and type of work carried out. For invoices to be passed evidence of work is required (signed timesheets). Invoices may be sent every three weeks. Please allow 30 days for the invoice to be processed and payment made.

I agree to all of the above and will undertake the work outlined to the best of my abilities. Any requirements / changes made to the service level agreement after the start of work commencing X will be discussed and amended appropriately with coach manager.

Signed:

Print Name:

Signed CE Representative:

Position:

Print Name:



Guidance: Example Session Register

Make sure you are registered: coachingcw.org/Cheshirewest

Guidance on Example Documents: Example Session Register

Coach Name: _____
 Sport: _____
 Group: _____
 Term: _____

Number of Hours: _____
Type of Session
 Curriculum Extra Curriculum Community

Coaching Register

Name	Age	M/F								
Total Attendance										

Insert the date of the session in here

Record Attendance in here

Name	Age	M/F								
Total Attendance										



Guidance: Example Risk Assessment

Make sure you are registered: coachingcw.org/Cheshirewest

A risk assessment should be updated every session.

Appendix 2: Example Risk Assessment

Coach Name: Joe Coaching
 Sport: Netball
 Location: Wilmslow HS, Sports Hall

Date of initial Risk Assessment: _____

Date	Hazards	Control Measures in Place	Risk Factor	Further Control Measures
20/01/10	Benches down sides of sports hall	Benches to be stored outside sports hall during activity	Low	Only half of sports hall to be used if benches cannot be moved

Is there anything that is threatening the health and safety of the participants?

How can the risk be negated or controlled?

Risk factor should be 'Low, Medium or High'

Signed: _____
 Coach: _____

Date: _____

Guidance: Example Session Plan Template

Make sure you are registered: coachingcw.org/Cheshirewest

Session Plan						
Group Size:		Facility:		Time:	Age:	Children with Disability: Detail
Session / Learning Objectives: List what you are planning to have the children learn, what skills they will acquire and practice during the session						Specifically for Curriculum Delivery
Learning Outcomes: By the end of the session children will be able to . . .						
Equipment Needed: be specific, in case you are not the one collecting it						
Time	Organisation	Description	Progression	Assessment	Differentiation	National Curriculum Links
10 Mins	5 teams of 5 in 'relay lines' - the lines work horizontally together	Task Specific Warm-Up: The front line (number 1's) move forward first with a short sharp burst, drop to the floor at the 20m mark, run up to the 30m mark, drop and return around the outside. One group at a time, moving in a diagonal line together.	Insert static line of obstacles / defenders for the runners to avoid	Attackers able to move in a diagonal attacking line and avoid contact with defence	This should detail different activities you can provide for lower / higher ability children, CWD and children with SEN.	Consult the National Curriculum to list number and section of skills learnt / applied here.
					These activities should meet same session objective / outcome.	
					These columns are only for use when delivering sessions within curriculum time.	

Guidance: Accident Report Form

www.coachingcw.org/Cheshirewest



Appendix 4: Accident/Incident Report Form

To comply with Data Protection Act, please keep the completed form confidential

1 Who was the injured Person? (If any)

Full Name	Age:	Gender:
Address:		Postcode:
Employing Service:	Occupation:	

2 Where did the accident/incident happen?

Address:	Postcode:
Location eg Room No:	

3 Accident/incident detail

Date:	Time:	If fall extent of drop:
How did the accident/incident happen:		
<u>Machinery/Equipment Details</u> Was any involved? Yes <input type="checkbox"/> No <input type="checkbox"/> What machine/equipment/plant was involved?		

4 What action has been taken to avoid a recurrence of the accident/incident? (Continue on separate sheet if required)

5 What was the injury? (If any)

Please state injury , exact part of the body and whether it was LEFT or RIGHT side:
--

Guidance: Accident Report Form

www.coachingcw.org/Cheshirewest

6 What did the person do?

Stay at Work <input type="checkbox"/> Leave Early <input type="checkbox"/> Visit Doctor <input type="checkbox"/> Visit Hospital <input type="checkbox"/> Stay in Hospital <input type="checkbox"/> Was an ambulance called? Yes <input type="checkbox"/> No <input type="checkbox"/>		
When was the accident/incident first reported?	Date:	Time:

7 Signature of Supervisor/Manager/Head

Name in block letters: Post held: Address:	Signed: Date: Telephone number:
--	---------------------------------------

Use this form to record accidents/incidents (eg assaults, near misses and injuries). Retain a copy as your accident book entry. If the person leaves early, visits hospital, has time off work or if the incident is serious send the form to Helen Thompson, Health & Safety Team, Nexus House, Thackeray Drive, Vicars Cross, Chester, CH3 5LP. <mailto:helen.thompson@cheshirewestandchester.gov.uk>