

Springburn Harriers



COACHING HANDBOOK

ACHIEVING OUR POTENTIAL

Our Vision:

- Create a safe and welcoming environment
- Give all athletes attending the club a satisfying and enjoyable experience
- Provide opportunities for athletes to achieve their athletic potential and feel good about themselves
- We want coaches, athletes, officials, parents / guardians and everyone associated with the club to feel a sense of satisfaction and pride derived from being part of vibrant and successful club

Our Strategies:

- Implement all relevant health and safety / child protection policies and guidelines
- Give all athletes an experience that is safe, stimulating, challenging, and fulfilling
- Improve the physical wellbeing, concentration and confidence of our athletes.
- Provide appropriate opportunities for our athletes to fulfil their athletic potential
- Develop training programmes that are specific to the age, level of ability, potential and commitment of the athlete and in line with Scottish Athletics guidelines.
- Involve athletes in goal setting and review processes

It is the responsibility of all SHRAC coaches to be aware of the information contained in this handbook and adhere to the relevant safety guidelines as well as those issued from time to time by our governing bodies (Scottish Athletics and British Athletics).

Coaches must be aware of the first aid and emergency procedures detailed in this handbook.

This handbook is not meant to be exhaustive and it is likely that many situations not specifically mentioned will arise.

For all other situations coaches should apply the 'core' principles outlined or ask a senior coach.

HEALTH AND SAFETY

Safety First

SHRAC recognises the duties it has under health and safety regulations to ensure the health, safety and welfare of athletes, coaches, volunteers and helpers when they are involved in club activities.

The Club expects all of its coaches to ensure that the safety issues are a priority and that the principles and codes of conduct contained in the Club Member Pack are implemented at all times.

Everyone involved with the Club recognises there are inherent risks in the sport due to the complex nature of the activities. Although it is impossible to eliminate all risks we aim to minimise them as far as possible.

Our Strategies:

The Club is committed to the promotion of the highest standards of health and safety for all members, staff and visitors. In order to ensure this, we implement the following strategies:

- Carrying out risk assessments on all areas of activities in the track and have recorded potential hazards and strategies for eliminating or reducing potential hazards. These risk assessments are reviewed regularly and all relevant information is passed on to the Board
- Having a suitably qualified individual carry out a full inspection and repair service annually on the track and equipment. The Group Coaches and/or deposes should also carry out interim safety inspection checks at regular intervals. All findings are recorded and any relevant information is passed on to the Board.
- Ensuring all of our coaches are UKA qualified and hold an up to date UKA Coaching License and have the appropriate level of athletics training
- Being careful and vigilant in our approach **at all times**

CHILD PROTECTION

SHRAC takes its responsibilities for the welfare of all members very seriously and has high expectations of its trustees, committee representative, coaches, officials in this respect.

We recognise our coaches will be working with young children who are potentially vulnerable and easily influenced. SHRAC coaches are expected to ensure that this responsibility is reflected in the way they behave and the language they use towards and in the presence of the children in their care.

All coaches will have appropriate training and background checks before being deployed to work in the club.

Statement of Intent

- SHRAC is proud to be a successful, caring and child friendly club
- All coaches and officials have the welfare and safety of the participants as their priority
- We recognize that we have a moral and legal responsibility to protect athletes from any form of abuse or danger

Strategies for Implementation

The club will promote the highest standards of care for all members and volunteers by:

- The adoption and implementation of the UKA Welfare Policy and Procedures
- The appointment of two Welfare Officers (One male and One female) to whom grievances or complaints can be made confidentially – these persons are co-opted members of the club's Management Committee
- Ensuring best practice guidelines are followed at all times
- Ensuring appropriate checking procedures are implemented to confirm the suitability of coaches and volunteers to work with children.
- Ensuring all volunteers are suitably trained in Child Protection and Health, Safety and Welfare issues and have attended a Safeguarding and Protecting Children course
- Having a zero-tolerance level for poor practice, bullying and any potential form of abuse
- Promote an 'open' environment where all legitimate concerns can be raised without fear of victimisation or reprisal and that concerns or complaints are dealt with promptly and in accordance with published procedures
- Provide adequate supervision at all times during club sessions
- Encourage children to speak out and share concerns with any trusted adult (coach, welfare officer, parent)

Responding and Reporting

- All adults involved in the club have a duty to respond to suspicions of abuse, inappropriate behaviour or poor practice.
- Concerns must be reported to the Welfare Officer who will follow appropriate guidelines. All reported incidents will be taken seriously and will be responded to swiftly. Confidentiality will be maintained in line with policy and procedure.
- SHRAC will support anyone who reports concerns or suspicions of abuse in good faith and where there are reasonable grounds for doing so.

EQUITY AND EQUAL OPPORTUNITIES

SHRAC is committed to the principles of equity and fairness in line with UKA Equity Policy. The club will ensure that the rights of all individuals (members and volunteers) are respected.

The club will do its best to encourage individuals from all sections of the local community to become involved as athletes, volunteers, coaches and officials and will ensure that no member is discriminated against in any way.

SHRAC confirms its commitment to a comprehensive policy of equal opportunities for its athletes and its volunteers.

Our aim is to ensure that no one receives less favourable treatment

SHRAC will ensure that:

- Volunteers are recruited, promoted and selected for training on the basis of their qualifications, skills, abilities and commitment.
- Membership of the club is open and inclusive.

The Club will continue to review its policies, practices and procedures with the above objectives in mind and will ensure that all volunteers are aware of their duty under legislation and agreed policies.

Any volunteer or athlete who believes that they have been discriminated against is encouraged to raise the matter through a confidential interview with a member of the Board or Management Committee.

DISCIPLINARY & APPEALS PROCEDURE

Grievance Procedure:

It is to be expected in any organisation that individuals involved in the club may, from time to time, have complaints about fellow members or volunteer. In most cases these can be resolved without too much difficulty by following these steps:

1. If possible, speak to the person about whom they have a grievance to discuss any possible resolution.
2. Inform the Group Coach about the grievance so that she / he can attempt to resolve the issue. If the complaint is about the Group Coach, inform a Board or Management Committee member who will attempt to resolve the issue.
3. If the problem is not resolved SHRAC's formal Disciplinary and Appeals procedure will be implemented.

Disciplinary Procedure:

In most situations, if an athlete or volunteer fails to comply with the code of conduct or behaves in a way that is not in keeping with the ethos of the club then they will be reminded about what is expected – usually this is enough to resolve the problem.

If the problem continues, disciplinary action may be necessary, in such cases SHRAC's Disciplinary and Appeals Procedure will be implemented.

Harassment/Bullying:

Harassment and bullying may take the form of verbal and/or physical behaviour. Some behaviour may be difficult to categorise but all reported cases of unacceptable behaviour will be treated seriously.

All athletes and volunteers must be clear that neither harassment nor bullying will be tolerated and it should be borne in mind that standards of behaviour regarded as acceptable by one person may be regarded by someone else as harassment or bullying. Volunteers and athletes who encounter any problems of harassment or bullying connected with the club are encouraged to do the following:

- Advise the alleged harasser / bully of your concern and that their behaviour is unacceptable.
- If the behaviour continues, report it to the Group Coach or Welfare Officer
- All representatives of the club have a legal duty to support volunteers and athletes in order that they can take part in club activities without disruption
- If the Group Coach or Welfare Officer is unable to resolve the problem (or if one of them is accused of harassment or bullying) then the case will be referred to the Board or Management Committee

Any athlete or volunteer suspected or accused of harassment or bullying will be dealt with according to SHRAC's Disciplinary and Appeal Procedure.

COACH RESPONSIBILITIES

Duty of Care:

All coaches owe a 'duty of care' to those being coached. This is particularly relevant where children are concerned because the law will consider the coach to be responsible for the safety and welfare of the children in their care.

A general duty of care is owed to the athletes to exercise reasonable care for their safety whenever they are with us. This means that coaches have a responsibility to carry out their coaching duties with reasonable skill and in a prudent and caring manner.

Environmental

Equipment & Track Checks:

Although regular checks are undertaken / arranged by the Board, every coach has a responsibility to carry out a visual check at the time of use to ensure that the track and equipment is safe and fit for purpose. It is important to check the location of equipment and ensure that there is sufficient space around the equipment. Equipment must only be used in accordance with the manufacturer's instructions or recommendations.

It is essential that any problems or potential problems are reported to the Group Coach as soon as possible and that these are passed to the Board promptly.

Safety Guidelines for Use of Equipment:

Coaches are responsible for ensuring that equipment is used appropriately and with due care and attention. You must also ensure that your athletes are aware of how it should (and should not) be used.

Looking After the Track & Equipment:

Coaches have a responsibility make sure all equipment is put away after use so that the track can be used by others – there are also safety issues in respect of this.

As members of a coaching team we all have a responsibility to make sure equipment is not left in a way that could constitute a danger to other users of the equipment / track. It is of course a matter of 'good housekeeping' that equipment is returned to the appropriate place after use. We all have a clear responsibility to ensure that potentially dangerous pieces of equipment are not left in a position where they could be used (or misused) without adequate supervision.

Athletes must be aware that they have a responsibility to respect and look after their training environment – this includes tidying away after use, being careful when using equipment.

COACH RESPONSIBILITIES

Athletes

Medical Considerations:

The health status of each athlete should be known by the coach(es) before the commencement of a training session or competition. This will be provided by the Membership Secretary when the athlete becomes a member of the club. If a coach has concerns then appropriate medical advice should be obtained before allowing the athlete to participate.

Athlete Clothing/Mobile Phones/Other:

Athlete must be dressed appropriately for athletic activities and must remove all jewellery when training/competing. Long hair must be tied back.

Athletes must not bring their mobile phones in the training or competition field and should not ask a coach/club volunteer to look after such equipment

Athlete Preparation:

The physical and psychological preparation of the athlete is a critical safety factor. Appropriate strength, flexibility and body awareness together with psychological factors must be developed prior to teaching a skill such as the High Jump or Hurdles. The use of carefully selected progressive sub-skills that relate to the complete skills is accepted good practice and is essential for safety and long-term development.

Age and Level of Participation:

Athletes will only be allowed to undertake athletic activity at a level at which it is safe for them to do so. Factors that influence this include the age of the child as well as physical and psychological characteristics.

Overuse Injury / Overtraining:

Excessively repetitive exercises or poor technique may lead to 'overuse injuries'. A coach must take the necessary precautions to reduce the possibility of this type of injury by varying the programme, ensuring correct techniques are taught, adequate fitness is developed and suitable equipment is used.

Signing In:

Athletes must register their attendance in the Sports Hub before they enter the tack

COACH RESPONSIBILITIES

Coaching

PVG:

All coaches within SHRAC must have a PVG Scheme Membership statement through Scottish Athletics.

Athlete Clothing:

Coaches must be dressed appropriately for athletic activities.

Signing In:

Coaches must register their attendance in the Sports Hub before they enter the track

Group Registers:

At the start of each coaching session a volunteer will be appointed to take an accurate register of the athletes in attendance.

Incident / Accident Reports:

Coaches must complete a detailed accident report in the event of an accident involving any athlete in their care. An accident report must be completed if an athlete suffers an injury that requires:

- A visit to hospital
- Referral to a physiotherapist / doctor
- Treatment from a First Aider
- Ice to be applied
- A period of rest

If there is any doubt about the need to complete a report it is better to fill one in anyway. Accident reports are kept in the clubhouse.

Punctuality/Reliability:

From a safety point of view, as well as setting a good example, it is important that coaches are punctual. If for any reason a coach is unable to get to the track on time they should call the Group Coach or alternatively a peer coach or coach coordinator to ensure that their athletes are adequately supervised. The same applies if a coach is unavailable to take their normal coaching session(s). If this is known in advance please notify the Group Coach or Coach Coordinator as soon as possible.

Mobile Phones:

Mobile Phones can be a serious distraction and should not be used whilst coaching. Unless there is an emergency, phones should not be used in the 'field of play'.

Supervision:

Coaches must not leave their group unattended at any time. If, in an emergency, a coach has to leave the group they must ask another coach to supervise their group. If no coach is available they should instruct the group to sit and wait.

The level of supervision must be appropriate for the activity being undertaken and the age and experience of the athlete. Some activities are potentially more dangerous than others e.g. a group may be asked to undertake specific preparation or conditioning activities with minimum supervision whereas it is not acceptable to leave a group unattended whilst they are involved potentially hazardous activities.

Planning and Assessment:

Planning is an integral and important part of athlete. We have a responsibility to make sure that all of our athletes have appropriate aims/goals for their development. These goals should be challenging yet achievable. Coaches can then plan a programme for their athletes that will help them to achieve these goals. Goals set might be in terms of specific targets for a particular competition. It is also good practice to make regular assessments/appraisals that will give an indication of how an athlete is progressing. This will then give you the opportunity to evaluate the goals set and if necessary make changes to the athletes training programme.

Feedback:

Parents have a right to know how their child is progressing and if they are experiencing any problems or difficulties. It is always better if a coach approaches a parent in such cases rather than wait for the parent to approach them.

If there is any problem (or potential problem) communicating with a particular parent please make the Group Coach aware of the situation.

Motivation:

Motivating athletes is an essential part of being a successful coach. Our aim is to encourage intrinsic motivation where athletes want to achieve their agreed goals mainly for the sense of satisfaction it gives them. Coaches must be aware of the impact that a negative or critical approach can have upon a child – especially if used over a prolonged period of time. It is widely accepted that a positive, constructive and encouraging approach is far more effective.

SHRAC coaches are expected to be positive and encouraging and to act in the best interests of the athlete at all times. The vocabulary we use as coaches is extremely important as, no matter what tone of voice it is delivered in, words like 'rubbish', 'hopeless' and 'useless' will eventually undermine the athlete's confidence.

Use of an aggressive tone in dealings with children is not unacceptable.

Depending on the circumstances it is acceptable if a coach feels the need to raise their voice in order to emphasise a point or reinforce an instruction – especially if a safety issue is involved. It is not acceptable, however, for a coach to continually shout and/or criticise their athletes as this may be interpreted as 'bullying'.

Our overall aim is to increase an athletes' self-confidence and anything that undermines that is to be discouraged. Athletes should be treated as individuals and should not be set against their peers with unfair comparisons.

Transporting Athletes in your car:

If you are transporting athletes to a competition or training event (i.e. any event outside club premises) you will need to have permission from the parent.

You will also need to confirm with your insurers that you are covered for carrying athletes under the terms and conditions of your insurance policy.

Taking Athletes Away:

If you are taking athletes to any event outside Scotland or involving an overnight stay you will require written permission from the parent (see Appendix 1). You will need to be clear about what the supervisory arrangements will be and who will be responsible for the athletes' welfare during the time away.

SHRAC Expenses Policy

Overview and objectives

This document provides guidelines and establishes procedures for anyone incurring travel and related expenses while on club business.

The club will reimburse all approved and reasonable expenditure incurred in undertaking club duties.

The guidelines enable controlled reimbursement to take place and indicate the evidence and the authorisation required

The objective of the policy is to ensure that:

- the club provides prompt reimbursements for allowable expenses
- everyone involved understand what can be claimed

It is the Board / Management Committee's responsibility to ensure that costs are controlled and that expenses cannot be deemed to be excessive.

To set firm limits for every eventuality will always be difficult and will never suit every occasion or circumstance for expense reimbursement so a 'common sense' approach will prevail.

The SHRAC Board / Management Committee expect all coaches to take responsibility for ensuring that expenses are reasonable in relation to the activity undertaken.

Supporting evidence

An expense claim form (see Appendix 2) must be completed and returned to the Committee with original receipts, invoices or similar.

To meet accounting requirements, each receipt or invoice should list:

- The total cost incurred
- The date expenses were incurred
- Description of goods/services supplied or activity undertaken
- Reason for expense
- Name and address of supplier (if applicable)

Overnight accommodation

When staying away from home overnight on club business it is expected that the club will only cover the basic costs of bed and breakfast. Coaches and volunteers must seek competitive hotel rates and use a common sense attitude when making bookings.

Domestic travel

The cheapest method of transport should be used for all journeys.

All travel arrangements must be approved by the Board / Management Committee Chair **prior** to booking.

Overseas Travel

All bookings for overseas travel, including tickets for transportation, hotel reservations and any other associated costs must be approved in writing by the Board / Management Committee Chair **prior** to booking.

Approved Training courses

Accommodation and mileage costs associated with training courses approved by the club are subject to the same rules as for other club related travel.

Expense Projection

All trip expenses must be projected so that the total amount to be spent is agreed in advance. This projection should cover all costs involved including travel, accommodation and any other expenditure expected. This should be presented to the Board / Management Committee in advance of the trip being booked and it will then be presented for agreement.

Membership of SAL

The Club will pay registration fees for membership of Scottish Athletics / UKA where a coach / official requires this to carry out their duties on behalf of SHRAC.

Use of Photographic and Filming Equipment:

- We have a duty to control the use of photographic and filming equipment in and around the clubs' activities.
- If a parent wishes to photograph or video their child they must request permission from the Group Coach (or coach in charge).
- All filming used for training purposes and video analysis must be kept securely locked away by coaches concerned.

FIRST AID AND EMERGENCY PROVISION

Facility Requirements

First Aid is primarily available from the Sports Hub Reception and EDLC Staff.

All coaches should ensure they have access to a mobile phone for use in an emergency - the phone in reception can be used to contact the emergency services, if required. A First Aid Kit containing appropriate first aid provisions is available in the Container & Sports Hub

SHRAC aim to have a suitably qualified first aid person on site when club members are training and there is always a suitably qualified attendant in the Sports Hub.

A database of all participants together with contact numbers for their next of kin, parent or guardian is available in the Sign in Desk.

First Aid Procedures

During training evenings, First Aid is provided by the club's first aiders and Sports Hub staff. Should an injury occur, please report this directly to the Group Coach and Reception within the Hub.

During Events and Competitions, First Aid is provided by the event / competition organisers and information on this provision is provided at the event.

The club has trained First Aid volunteers and their names are displayed on the club notice board and the web site. We have a policy on dealing with incidents and accidents.

First aid policy

- Each group leader must ensure that they or a member of their group has a mobile phone.
- If a first aider is not present within the group then one should be contacted via the Centre Reception, if during a training session or via the Event Organisers if during an event.
- If a first aider is not available then the emergency services should be called.
- Complete the appropriate accident / incident report form located within the Club House.

The Club 1st Aid volunteers are currently:

Barbara Knox	Junior Convenor / Athletics Coach
Paula Stein	Registrations / Administrations
Gemma McMillan	Athletics Coach
Stephen Emordy	Athletics Coach

If you are a qualified first aider (through work or privately) and would like to offer your services then please contact the Secretary – fpeat@virginmedia.com

Codes of Conduct

Springburn Harriers Running & Athletics Club has adopted British Athletics Welfare Policy and Procedures, including Codes of Conduct as detailed below. All members, volunteers and parents / guardians of members of the club are expected to abide by these codes, as appropriate. The Coaches Code of Conduct is included below.

A. Code of Conduct for Coaches

A. Athletics Welfare Policy and Procedures

Codes of Conduct (Revised June, 2018)

Code of Conduct for Coaches

As a responsible athletics Coach you will:

- Respect the rights, dignity and worth of every athlete and others involved in athletics and treat everyone equally.
- Place the welfare and safety of the athlete above the development of performance
- Be appropriately qualified including obtaining DBS/Disclosure Scotland clearance, update your licence and education as and when required by UKA and adhere to the terms of the coaching licence
- Ensure that activities you direct or guide are appropriate for the age, maturity, experience and ability of the individual athlete
- At the outset clarify with athletes (and where appropriate, with parents or carers) exactly what is expected of them and what athletes are entitled to expect from you
- Never try to recruit, either overtly or covertly, athletes who are already receiving coaching. If approached by an athlete receiving coaching refer immediately to the coach currently providing coaching support.
- Try to observe a recommended maximum ratio of 1 coach to 12 athletes at a training session or work in partnership with another coach/coaching assistant.
- Cooperate fully with others involved in the sport such as technical officials, team managers, other coaches, doctors, physiotherapists, sport scientists and representatives of the governing body in the best interests of the athlete
- Consistently promote positive aspects of the sport such as fair play and never condone rule violations or the use of prohibited or age-inappropriate substances
- Encourage and guide athletes to accept responsibility for their own performance and behaviour
- Develop appropriate working relationships with athletes based on mutual trust and respect, especially with those athletes under 18 years or vulnerable adults
- Do not exert undue influence to obtain personal benefit or reward
- A coach **MUST** strictly maintain a clear boundary between friendship and intimacy with athletes and do not conduct inappropriate relationships with athletes. Relationship with athletes can cause significant problems for other team members, raising concerns of favouritism and/or victimisation should the relationship later end.
- In particular, you **MUST NOT** allow an intimate personal relationship to develop between yourself and any athlete aged under **18 years**. Any violation of this could result in a coach licence being withdrawn. It may also be a criminal offence to conduct a relationship with an athlete aged under 16 years. It may also be a violation of your coaching licence to form an intimate personal relationship with a vulnerable adult coached by you.

- It is **strongly recommended** that you do not allow intimate relationships to develop between yourself and athletes coached by you aged over 18 years.

As a responsible coach, when participating in or attending any athletics activities, including training/coaching sessions and competition events you will:

- Act with dignity and display courtesy and good manners towards others
- Avoid swearing and abusive language and irresponsible behaviour including behaviour that is dangerous to yourself or others, acts of violence, bullying, harassment and physical and sexual abuse
- Challenge inappropriate behaviour and language by others
- Be aware that your attitude and behaviour directly affects the behaviour of athletes under your supervision
- Never engage in any inappropriate or illegal behaviour
- Ensure that at all times you work within your professional capacity, under no circumstances offering services you are not qualified to conduct.
- Avoid destructive behaviour and leave athletics venues as you find them
- Not carry or consume alcohol and/or illegal substances.
- Avoid carrying any items that could be dangerous to yourself or others excluding athletics equipment used in the course of your athletics activity

In addition, coaches should follow these guidelines on best coaching practice, in particular with young athletes or with vulnerable adults

- Avoid critical language or actions, such as sarcasm which could undermine an athlete's self-esteem.
- Avoid spending time alone with young athletes unless clearly in the view of others to protect both yourself and the young athlete. In special circumstances, for example when coaching elite young athletes, one to one coaching sessions may form part of the required training schedule. In this circumstance, parental/guardian consent must be sought and obtained prior to sessions taking place. The coach must inform the parent/guardian of the venue for training and an emergency contact number should be provided by both the coach and parent/guardian.
- Avoid taking young athletes alone in your car
- Never invite a young athlete alone into your home
- Never share a bedroom with a child
- Always explain why and ask for consent before touching an athlete
- Ensure that parents/carers know and have given consent before taking a young athlete away from the usual training venue
- Work in same-sex pairs if supervising changing areas
- Respect the right of young athletes to an independent life outside of athletics
- Report any accidental injury, distress, misunderstanding or misinterpretation to the parents/carers and club Welfare officer as soon as possible.
- Report any suspected misconduct by other coaches or other people involved in athletics to the Club, Regional, National or UKA welfare officer as soon as possible

APPENDIX 1

ATHLETE STAYING AWAY OVERNIGHT

Title and nature of event:

Location of event:

Event Organiser:

Date:

Overnight arrangements:

Where will the athlete/athletes be staying?

Will they be sharing a room? / if yes give names

Nominated responsible adult:

Supervisory Arrangements:

I confirm that I have given permission for my child _____ to attend the event (details above) and to stay overnight (as detailed).

I am satisfied with the arrangements for supervision.

Signed _____ date _____

Print Name _____

APPENDIX 2

Expense Estimate Planning Form

Coaches and Athletes involved in trip / activity / course		
Reason for trip / activity / name of course		
Travel Information (if applicable)		
Destination		
Departure date		
Return date		
Preferred means of transport		Estimated Cost:
Alternative		Estimated Cost:
Accommodation Information (if applicable)		
Preferred Accommodation		Estimated Cost:
Alternate Accommodation	Estimated Cost:	

APPENDIX 2 continued

Other Expenses		
Course		Estimated Cost:
		Estimated Cost:
		Estimated Cost:
		Estimated Cost:
		Estimated Cost:
Total Costs		
Total Estimated Cost		
Total per person		
Club Subsidy		
Due per athlete / coach		
Approval		
Chair / Vice Chair:		Date:
Secretary:		Date:
Treasurer:		Date: