**Operations Guide – Inclusive Sports Coaching**

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### 1. Overview

Inclusive Sports Coaching

Inclusive Sports Coaching provides 1:1 sports coaching services to people with a Disability. There are many groups and sporting bodies that provide group activities and participation clinics, but there is a gap in providing 1:1 guidance and skill development.

The focus of our services is more than just skill development, as we look to help the client develop as a person using sport as a vehicle for this, Therapy Through Sport. The key areas of focus in our Coaching sessions are:

* Physical Skill Development
* Fine and Gross Motor Skills development
* Resilience
* Coping with stress and setbacks
* Mental techniques and approaches relevant to people with a Disability.
* Building self-esteem and confidence to enable more participation in school, clubs etc.
* Provide advice on nutrition and a healthy lifestyle
* Assist athletes in progression through their chosen sports pathway to club and representative honours where possible

Purpose of Operations Guide

This guide is for Coaches working within the Inclusive Sports Coaching framework to help provide guidance on roles, responsibilities, communications, marketing and financial aspects of the business.

Ideally this will be an evolving document with information added or changed as the business model evolves and learnings are incorporated.

### 2. Responsibilities

1. Partner Coach

Accreditations – Working with Children, Police Clearance (if required by State), NDIS mandatory courses (e.g. NDIS Worker Orientation Module, NDIS Screener), Peak Sporting Body Coaching Accreditation, ISC CCID Accreditation

Business – ABN, relevant insurance cover for yourself. Submit invoices to ISC after every 2 client sessions or as mutually agreed. The Coach is responsible for their taxes or fees incurred as a result of running their business or providing services to ISC.

Equipment – Relevant balls, bats, coaching aids to conduct high quality training sessions. Car to attend coaching sessions, transport client if required. iPad or Phone to take photos for input to Status Reports.

Coaching – Establish and execute coaching sessions including drills, exercises, activities and discussions relevant to the client and aligned to their desired outcomes in the Services Agreement between ISC and the Client. Commitment to making reasonable efforts to attend each scheduled session as per the Services Agreement, including utilising indoor facilities as a backup in case of inclement weather.

Client Status Reports – provide ISC with the required content as per the Status Report template in a timely manner to enable ISC to produce the report and provide it to the Client as per the Service Agreement.

Communication – Advise Client of delays in making a session at the designated time. Provide at least 24 hours notice to Client if session needs to be postponed. Advise ISC of any session postponements, client issues (behaviour, medical, attendance), client requests outside of the Service Agreement scope. Advise ISC of any contacts made by organisations or individuals requesting more information about our services. Seek approval from ISC to distribute any marketing material information not contained within the Coaches kit. Seek approval from ISC to attend any events or functions representing the ISC brand. Seek approval from ISC prior to incurring costs which are to be added to the Client invoice and/or reimbursement requested from ISC.

1. Inclusive Sports Coaching

Accreditations – Support the Coach in obtaining or renewing any Accreditations where reasonable, not including payment of fees unless mutually agreed.

Business – Maintain ISC ABN and Registered Business Name and associated materials. Maintain a repository for accessing, uploading and downloading files and documents by both ISC and the Coach. Make payment to the Coach of Invoices in a timely manner to the nominated Bank Account.

Equipment –Each Coach is able to purchase $200 worth of equipment when starting and charge to ISC. Where reasonable support the Coach in obtaining access to equipment and facilities through partnering arrangements or discounted pricing. The picture below is a typical example of a coaches kit that will help with Jump Start Programs, basically a variety of bats, balls, cones etc.

A picture containing floor, table, indoor

Description automatically generated

Example Equipment you can purchase:

* Tennis Balls – good for general catching and throwing, tennis, cricket (where starting with a soft ball)
* Bouncy Balls – small high bouncing balls good for catching to test fine motor skills on grabbing a ball that will bounce out of hand, fun activities of bouncing the ball high and seeing catching above the head to judge spatial awareness.
* Frisbee – good to get one which is a ring as can have more fun catching using arm to go through hole, good for arm motor skills, spatial awareness to judge when high in air, movement to encourage running for agility, fitness.
* Childrens size cricket bat, tennis racquet, soft football, basketball, soccer ball – to try different sports. Tennis racquet good for practicing bouncing tennis ball multiple times in a row for motor skills, dexterity, concentration.
* Cones/Discs – use for reference points of where to stand, boundaries for games, points to run to and from etc. Different colours good as can then have more specific reference points within a single activity.
* Kids soccer goals – good for accuracy kicking, competitive games etc.

Coaching – Support the Coach in providing ongoing advice, resources and materials to enable coaching to be aligned or ahead of industry guidance for coaching people with a Disability. Assist the coach in finding suitable venues to conduct coaching sessions as reasonably requested or required. Support the coach in communicating with the Client where the Coach is ill or unable to communicate directly.

Client Status Reports – provide the Coach with the Status Report template as part of the Coaches kit to enable the Coach to gather the required information and photos and provide it to ISC so the report can be delivered as per the Service Agreement. Provide the Coach with reasonable time to review the final report prior to sending the Client.

Communication – Advise the Coach of any direct contacts with a Client they are currently running a program for to keep them informed and involved in any decisions, issues raised etc. Advise the Coach of contacts made by ISC directly to the Client in regard to program renewals, price changes or scope of services changes. Engage the Coach in discussions in regard to client program renewals and/or scope of services changes prior to contacting the client.

### 3. Jump Start Program

**Objective**

The Jump Start Programs are generally aimed at children 5-12 years old with a focus on 1-2 key sports, or any client without a specific chosen sport looking for general skill development and physical activity engagement. At times there may be older participants with lower functioning skills engaged for Jump Start programs.

The Coach should have a range of balls, racquets, bats, aids etc in their kit bag to enable changes to sports and activities mid session to keep the client engaged and also to test and challenge their skill development. In some programs you may play 3-4 different sports in the first 1 or 2 sessions before you find where the client has some good aptitude towards 1 or 2 sports they enjoy and could develop their skills in.

**Deliverables and Structure**

The program will usually be either 8 or 12 sessions in duration, however if the Client asks for a different amount of sessions in the program that is okay, status reporting and pricing will be adjusted accordingly.

Ideally the sessions should be held weekly to provide the client with regular activity, the coach with a regular booking, and to provide the best chance of achieving the outcomes due to regular and consistent skill development. If the Clients want 2 sessions a week that is fine, and fortnightly sessions are okay however be aware that missing a session due to weather or sickness means potentially 1 month between sessions which is not ideal.

Using an 8 Session program as an example, the following is a typical structure of sessions which will be in the Service Agreement with the Client:

Session 1 – Identify current standard of play and determine strengths and weaknesses, Gross and Fine Motor skills capabilities, discuss challenges coping with failure or anxiety in sport, agree Goals for the Program.

Sessions 2 to 7 – Physical Skills Training, Social Skills, Memory Retention, Decision Making, Coping with Performance Anxiety, Coping with Mistakes, Self Analysis skills, Self Esteem building

Session 8 – Summarise Training activities and assess progress and plan for continuous improvement

After Session 8 we commit to delivering a Final Status Report discussing activities conducted, improvements made, and an overall assessment of the client’s progression and areas for ongoing focus. We will also include a recommendation for an additional ISC program if we believe there are still benefits to be derived, and identify any changes to the program which may benefit such as location, high performance focus, different types of activities etc.

**Location**

Ideally sessions should be held near the Client’s location to encourage ongoing engagement, timeliness of arrival, and higher potential for renewing our services.

Specific needs of each client need to be considered such as sensory issues where the client struggles with loud noises or a crowded environment. Discussion with the parent/caregiver will identify potential issues, and there may be benefits in exposing the client to some sensory experiences to build their resilience for sudden noises or other people.

Ideally arrive at the location before the designated time to make sure the area is tidy and free of hazards. For example outdoor cricket nets may be under some trees, and there may be leaves, sticks, gumnuts etc on the pitch which you can sweep off prior to the client arriving.

Where a coaching session needs to be held more than 25 kms from your primary location, this should have been included as a travel surcharge in the overall pricing and documented in the Service Agreement. The Partner Coach and ISC will agree any changes to Session Rates paid to the Coach where additional travel is required.

**Resources**

Inclusive Sports Coaching Web Site contains a Coaches Area ([Coaches | Inclusive Sports (inclusivesportscoaching.com.au)](https://www.inclusivesportscoaching.com.au/coaches)) where you will find examples of drills, status report examples, ongoing updates for advice on coaching methods for athletes with a disability, link to a dropbox repository for holding and exchanging larger documents and files.

Special Olympics has a Learning area for Coaches which may prove useful - [Inclusive Sport Academy | Special Olympics Australia](https://www.specialolympics.com.au/inclusive-sport-academy)

The Support Coordinator role is the key one for providing referrals of clients to us. They help the Client find providers who can help them meet their goals. SC’s can be people working on their own as a business, through to a business unit in a large Disability Provider.

Group Sports and Activities Providers – where a client wants to do general participation in a group we can refer them (e.g. Orana, United Abilities, One Culture)

Contacts to assist with various sports we can work with to help a client join a club, get access to a specialist coach for a session, access facilities to utilise etc.

### 4. High Performance Program

**Objective**

The High Performance Programs are aimed at people aged 12 and older with a focus on a particular sport the client already plays and is looking to improve their skills to remain within a club environment and/or play at higher levels.

This program focuses on assisting a client progress through their Grades at their local club to help their self-esteem, and provide skill improvement where the club coaches are not experienced or equipped to be able to assist people with a Disability.

Another objective is to expose these clients to pathways in their chosen sport, and where relevant encourage and support them to attend Representative trials either in the All Abilities pathway or the Mainstream pathway if that is a reasonable goal.

**Deliverables and Structure**

The program will usually be either 8 or 12 sessions in duration, however if the Client asks for a different amount of sessions in the program that is okay, status reporting and pricing will be adjusted accordingly.

Ideally the sessions should be held weekly to provide the client with regular activity, the coach with a regular booking, and to provide the best chance of achieving the outcomes due to regular and consistent skill development. If the Clients want 2 sessions a week that is fine, and fortnightly sessions are okay however be aware that missing a session due to weather or sickness means potentially 1 month between sessions which is not ideal.

Using an 8 Session program as an example, the following is a typical structure of sessions which will be in the Service Agreement with the Client:

Session 1 – Identify current standard of play and determine strengths and weaknesses, Gross and Fine Motor skills capabilities, discuss challenges coping with failure or anxiety in sport, agree Goals for the Program.

Sessions 2 to 7 – Physical Skills Training, Social Skills, Memory Retention, Decision Making, Coping with Performance Anxiety, Coping with Mistakes, Self Analysis skills, Self Esteem building. Also discuss actual game day performances and challenges, and where possible attend a game and/or training to observe the client in that environment, see the coaching and support structure they have, and where possible talk to the client’s club coach (with parents permission).

Session 8 – Summarise Training activities and assess progress and plan for continuous improvement

After Session 8 we commit to delivering a Final Status Report discussing activities conducted, improvements made, and an overall assessment of the client’s progression and areas for ongoing focus. We will also include a recommendation for an additional ISC program if we believe there are still benefits to be derived, and identify any changes to the program which may benefit such as location, high performance focus, different types of activities etc.

As well as this the Coach can also attend a Match or Training session to see the client in their club environment, assess their skill execution in a game or with different coaching methods, and use this information to further develop the player. This information would be included in the Status Reports, and for the High Performance program we also use their Match statistics where available and relevant to see if there are quantifiable improvements in their development that can be linked to the ISC Coaching Program.

There is also scope to be an active part of the client’s support provider network, engaging with the Physio or Occupational Therapist (where approved by the Client’s caregiver) to discuss specific areas of weakness or improvement and jointly develop strategies to help the client develop further.

### 4. General Information

**Location**

Ideally sessions should be held near the Client’s location to encourage ongoing engagement, timeliness of arrival, and higher potential for renewing our services.

Specific needs of each client need to be considered such as sensory issues where the client struggles with loud noises or a crowded environment. Discussion with the parent/caregiver will identify potential issues, and there may be benefits in exposing the client to some sensory experiences to build their resilience for sudden noises or other people.

Ideally arrive at the location before the designated time to make sure the area is tidy and free of hazards. For example outdoor cricket nets may be under some trees, and there may be leaves, sticks, gumnuts etc on the pitch which you can sweep off prior to the client arriving.

Where a coaching session needs to be held more than 25 kms from your primary location, this should have been included as a travel surcharge in the overall pricing and documented in the Service Agreement. The Partner Coach and ISC will agree any changes to Session Rates paid to the Coach where additional travel is required.

**Client Engagement**

ISC will be responsible for most of the activities and client discussions in regard to agreeing the scope (with input and review by the Coach), pricing and program construct.

Once the Service Agreement is in place, the Coach will be asked to contact the Client to setup/validate the day/time/location for the first session. Once the first session has been conducted, the Coach will provide an update to ISC, and from that point onwards assuming there are no issues the Coach will interact directly with the Client and own the Client relationship.

Near the end of the agreed Program duration ISC will contact the client to discuss potential for renewal, and it will be agreed who will have this discussion with the Client on a case by case basis.

**Financials**

ISC will invoice the Client as per the Service Agreement either under the assumption sessions have been held or confirmation of sessions being held by the Coach. It is important that the Partner Coach advice ISC where a session is not held or changed to a different date so Invoicing reflects the actual delivery of services.

The Coach will invoice ISC as per the agreed payment structure for the program. ISC will pay within a reasonable time period into the nominated bank account as per the Invoice.

Where additional expenses are necessary and not originally disclosed in the Service Agreement, these need to be agreed with the Client and ISC before incurring the expense. Once agreed the Coach can invoice ISC for the expense on the next scheduled invoice itemising the additional expense. ISC will invoice the Client on the next scheduled invoice itemising the additional expense.

As a Guide for Partner Coach Payments see the following table which outlines the arrangement of a Partner Coach. These rates are based upon the Sports Award Rates for Casual Coaches, using the Level 2 Social and Community Services job code.

1 x Session generally consists of:

* 1 Hour Client Coaching - $38.08
* 40 minutes travel in total (to and from) agreed Location - $25.39
* Total $63.47

ISC Rate to be Paid: **$65** plus GST (where applicable)

For Coaching sessions of different durations, more than 1 client or part of a school program an appropriate rate will be mutually agreed.

The Partner Coach will only include GST if they are registered for GST with the ATO.

*Potential Additions*

5-15% Travel Surcharge (where Coach travels more than 25kms to Location) added to Client Price and added to Coach Payments.

For High Performance Programs an extra session for the Coach to attend a training/game may be charged to ISC where it is deemed it will help with further development of the Client’s skills.

Where a Day Option or extended session is agreed with the Client and ISC, an agreed rate will be paid to the Coach.

**Resources**

Inclusive Sports Coaching Web Site contains a Coaches Area (visit [Coaches | Inclusive Sports (inclusivesportscoaching.com.au)](https://www.inclusivesportscoaching.com.au/coaches)) where you will find examples of drills, status report examples, ongoing updates for advice on coaching methods for athletes with a disability, school program information etc.

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**Marketing**

This is the responsibility of ISC, however Coaches are encouraged to use ISC approved marketing materials and information, and leverage their network, to discuss and source potential new clients.

If a Coach has an idea for marketing ISC services, this just requires a discussion with ISC as to what it entails and a high level agreement on the messages being delivered.

Support Coordinators are a key resource to leverage and talk to, as their specific role is to find and recommend service providers to their Clients. Plan Managers manage the clients funds and pay provider invoices, some will refer our services to Clients however their core function is to manage the Clients Plan Budget.

Prospective Clients can be directed to ISC’s social media tools for more information:

Web Site – [www.inclusivesportscoaching.com.au](http://www.inclusivesportscoaching.com.au)

Facebook Page - [Inclusive Sports Coaching | Adelaide SA | Facebook](https://www.facebook.com/inclusivesportscoaching)

Instagram - @inclusivesportscoaching

Podcasts - [Inclusive Sports Coaching | creating Sports Coaching Podcasts and Videos | Patreon](https://www.patreon.com/inclusivesports?fan_landing=true)

**Group Sessions**

ISC’s core focus and differentiator in the market is providing 1:1 sports coaching services to Clients. There are many different providers and sporting bodies that run general activity sessions, come and try days and holiday programs. ISC is not looking to provide these types of services, the focus is on addressing the market gap of 1:1 skill development.

The only time group sessions would be considered is where there are siblings or a small group of our clients with similar skills and of similar ages who want to train together. Discussions with the Client will be held regarding how to focus on each individual sufficiently within a group session. Pricing for these sessions is on a case-by-case basis.

**School Programs**

ISC also offers School Programs for Special Needs Schools/Units, Mainstream schools and Home-Schooled participants with a Disability. These are structured and priced on a case-by-case basis.