

APPRENTICESHIP PROGRAMME 2021/22





In partnership with



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Welcome

For the 2021-2022 academic year, British Gymnastics will continue delivering its bespoke Apprenticeship Programme. The programme is designed to support registered clubs to increase capacity and participation within their environment, by employing an apprentice directly in conjunction with the British Gymnastics Apprenticeship Programme.

The programme will run in partnership with Bridgwater & Taunton College, who have delivered apprenticeships since 2006. Working with the college provides an opportunity to deliver a complete apprenticeship offer where the apprentice can achieve a nationally recognised qualification and membership of CIMSPA (Chartered Institute for the Management of Sport and Physical Activity) alongside bespoke gymnastics training.

Since 2016 over 100 apprentices have taken part in the programme, with many moving into full-time positions within their club. Some have progressed onto a higher-level apprenticeship or have been successful in obtaining a place to study at university. So that we can continually improve the Apprenticeship Programme, we regularly obtain feedback from apprentices and have taken their feedback and key learnings into consideration, to make improvements.

This guide provides the essential information required, but further support can be accessed through contact with the Bridgwater & Taunton College Apprenticeship Team on **business@btc.ac.uk** who will be happy to help.

What is an apprenticeship?

An apprenticeship is a development programme that combines employment and training in a specific skill or discipline. On completion of the programme the apprentice is awarded an Apprenticeship Certificate and will gain membership to CIMSPA. Apprenticeships are suitable for anyone above the age of 16, who is seeking to develop a new skill set whilst in employment. Employers train individuals within the context of their organisation, so apprentices contribute to the organisation's productivity whilst developing their own skills. There are more than 240 Apprenticeship Programmes across the UK, covering most occupations and sectors. Some differences in the level of funding provided and training required exist in England, Scotland, Wales and Northern Ireland, but the core features of the apprenticeship model remain the same across the four nations. Please note: In Scotland, apprenticeships are known as Modern Apprenticeships. For more information, please visit: www.gov.uk/apprenticeships-guide

Why apprenticeships?

An apprenticeship is a unique way for a club to develop and grow their workforce combining on-the-job training within a club environment, with formal knowledge and skills-based training. The learning takes place in context, providing an understanding of the working world and combines practical skills with theoretical knowledge. British Gymnastics has developed this Apprenticeship Programme in partnership with Bridgwater & Taunton College to support registered clubs to create additional coach and club manager roles, which in turn may improve the workforce capacity challenges that clubs currently face.

How much time does an apprentice spend training?

Apprentices are required to spend a minimum of 20% of their paid time in off-the-job training, which is defined as "learning undertaken outside of the normal day-to-day working environment and leads towards the achievement of the apprenticeship". Please refer to section 'What is off-the-job training' for full details.

Why have we chosen Bridgwater as our partner?

Through a robust selection process, Bridgwater & Taunton College has been selected to work in partnership with British Gymnastics to deliver the Apprenticeship Programme for a fifth year. The college, based in Somerset, was named FE College of the Year 2016 at the Times Educational Supplement FE Awards and has a reputation, both regionally and nationally, as being a highly successful provider of education and training. Furthermore, in 2016, Bridgwater College won an Association of Colleges Award for Sport in the Curriculum and the Queen's Anniversary Prize.

Through this partnership, we have developed a unique and positive relationship, which in turn has supported the programme's development, providing progressive and positive opportunities for apprentices.



Benefits to registered clubs

Registered clubs will have the opportunity to employ and develop an additional member of staff. Below are some of the benefits that clubs have identified from being involved in the programme:

- The ability to offer a more diverse range of classes which in turn has increased participation
- An increase in staff numbers through the retention of the apprentice at their club
- The ability to train the individual within the gymnastics environment, developing their knowledge of how the club operates from the outset
- Apprentices undertaking the Community Activator Coach Apprenticeship can take advantage of one free place on either a Level 1 or Level 2 coaching course.
- Apprentices undertaking the level 3 or level 4 apprenticeship will be able to undertake an appropriate British Gymnastics course agreed with their employer, the college and British Gymnastics.

Our clubs said:

"The British Gymnastics Apprenticeship Programme has allowed us to offer a fantastic and formative introduction to what a full-time role looks like within a gymnastics club and has allowed the apprentices to become confident in many different aspects of club management."

Katie (Club Manager), Silvermere Gymnastics Academy

Benefits to the apprentice

There are many benefits to an individual undertaking an apprenticeship. Some of these are:

- The ability to develop a career in the sport of gymnastics whilst gaining a nationally recognised qualification and membership to a professional institution (CIMSPA)
- The ability to earn whilst studying
- To receive practical, relevant experience and training in gymnastics
- An insight into what working in gymnastics could include
- The ability to gain more confidence and experience in a working environment
- Apprentices can take advantage of a free place on an appropriate coaching course



Our apprentices have said:

"I found my apprenticeship challenging at times but also so rewarding. I was able to learn a variety of different skills along the way and use them every day at the gym."

Katie (apprentice), Silvermere Gymnastics Academy

How will the Apprenticeship Programme work?

The Apprenticeship Programme is aimed at individuals with a strong passion to develop a future in gymnastics. The ideal applicant will work with their employer (the British Gymnastics registered club) to develop the club's gymnastics offer. Clubs should be committed to employing the apprentice in a full-time role in the gymnastics environment, while supporting the individual through their journey on the Programme.

The British Gymnastics Apprenticeship Programme will be split into three main sections:

- The apprenticeship delivered by the College
- Personal development and gymnastics related training delivered by British Gymnastics
- Employment with the registered club.

The Programme will see the registered club become the apprentice's employer. The apprentice is employed for a minimum period of 12 months, or the duration of the Apprenticeship Programme, whichever is greater (unless the apprentice has already completed any of the training included in the programme previously). As a requirement of the Apprenticeship Framework, the apprentice must work a minimum of 30 hours per week, of which 20% of the contracted employment hours must be delivered as "off-the-job training".

NB: The minimum duration of each apprenticeship is based on the apprentice working at least 30 hours a week, including any off-the-job training they undertake. Part-time hours can be agreed with the College if necessary, however this must still enable the apprentice to undertake enough regular training and on-the-job activity to ensure they are likely to successfully complete their apprenticeship and will extend the duration of the programme.



What is off-the-job training?

Off-the-job training, as defined specifically in relation to an apprenticeship programme, is learning that is completed outside of the normal day-to-day working environment and supports the achievement of the qualification. This can include training that is delivered at the apprentice's normal place of work, but must not be delivered as part of their normal working duties.

The off-the-job training must be directly relevant to the apprenticeship standard and could include:

- Teaching of the theory to support developing their knowledge base in their chosen subject, for example: college delivery or lectures
- Time spent in training with their assessor (whether it is face-to-face or via the telephone)
- Shadowing another coach within the club to learn new skills
- Being mentored by either their mentor or line manager
- Practical training e.g. hours completing their Level 1 or Level 2 UKCC coaching qualification
- Simulated exercises and role play activity relating to core job role
- Attendance at competitions as a coach or as part of paid working hours
- Any additional webinars or online learning the club provide the apprentice that is relevant to the apprentice's job role
- Visiting the employer's other sites and departments to gain an understanding of the organisation but not working from that site
- Industry visits or visiting other companies or suppliers, for example other local clubs, or attending conferences
- Learning support provided by the employer or the provider
- Writing assessments and assignments
- In-house training programmes and CPD where it links directly to the Apprenticeship Standard, for example first aid qualification or Time To Listen courses
- Training residentials delivered by British Gymnastics where apprentices are paid to attend and are not expected to use annual leave
- Time spent on any other learning provided by British Gymnastics

Off-the-job training does not include:

- English and maths (up to level two) which is funded separately.
- Progress reviews or on-programme assessment required for an Apprenticeship Standard.
- Training which takes place outside the apprentice's paid working hours.

Employers are required to pay their apprentices the appropriate rate that is relevant to their age.

For more information regarding minimum wages please visit **www.gov.uk/national-minimum-wage-rates**



As part of the apprenticeship journey, the individual will be invited to attend a British Gymnastics residential event. This event will give the apprentice the opportunity to visit Lilleshall National Sports Centre, the home of British Gymnastics, to receive bespoke training from the National Governing Body.

During the Covid-19 Pandemic, whilst restrictions meant lots of normal activity couldn't go ahead for the apprentices, a monthly webinar series on different topics from leading practitioners was developed and offered free of charge.

The information received at the training events will align to the units the apprentices are studying on their qualification as well as gymnastics specific content such as capacity building advice and operational support. Further programme information and dates will be provided once the individual has been selected. For this year, 2021, they are provisionally booked for Spring 2022.

British Gymnastics staff will be available to provide support and guidance for each club manager throughout the Apprenticeship Programme. Each apprentice will also receive continued support from an Assessor at Bridgwater & Taunton College, to support the qualification aspect of the qualification.

Assessor visits

Throughout the year, Bridgwater & Taunton College will assess the individual's progress towards their qualification using a variety of methods including eLearning, weekly online training and wellbeing sessions and assessor visits, which should be scheduled every eight weeks.* These visits will require both the individual and their line manager and/or mentor to be available. Assessors will use methods such as observation and professional discussion. Requests for witness testimonies will be made to the mentor.

There will be no cost to clubs for assessor visits.

*Although stated as assessor visits every eight weeks, this can be tailored to specific individual needs (e.g. where additional support is required, additional visits can be made available to the individual).

Programme requirements:

Employers need to ensure they meet the criteria below to employ an apprentice.

Minimum requirements for employers are as follows:

- Be a registered club with British Gymnastics and based in England.
- Be able to employ the apprentice for a minimum of 30 hours per week for a period of 12 months or for the duration of the apprenticeship, whichever is greater.
- Agree to release the apprentice to attend the British Gymnastics training events as part of their paid hours. This will not be permitted to be as annual leave.
- Be able to pay the apprentice the relevant hourly pay in accordance with their age and the National Minimum Wage (NMW) or National Living Wage (NLW) (whichever applies).
- Be able to provide appropriate opportunities in the work environment for individuals to achieve their apprenticeship e.g. work shadowing, witness statements etc.
- Provide support in the workplace to enable the apprentice to develop their skills.
- Provide the apprentice with a suitable place to work.
- Liaise with British Gymnastics and Bridgwater & Taunton College regarding the progress of the apprentice, their achievements and future goals, whilst reporting on the frequency of assessment visits from the college.

- Provide an appropriate mentor for the apprentice, who will be the first point of contact for Bridgwater & Taunton College. This mentor will need to provide the apprentice with opportunities to gain competence in all assessment criteria.
- Ensure apprentices and mentors (where appropriate) are available to attend work-based reviews or complete relevant monitoring information e.g. Virtual Learning Environment (VLE).
- Ensure apprentices are aware of support mechanisms available at the College e.g. additional learning support, head of course and College counselling services.
- Commitment to attend and contribute to British Gymnastics led meetings and training events (where applicable).

Minimum requirements for the apprentice:

- The ability to work a minimum of 30 contracted hours per week, for the duration of the apprenticeship (unless they have an EHCP in place)
- Have long-term aspirations to fulfil a career in the gymnastics environment
- Fulfil the requirements of the Terms and Conditions of the Employer and the College
- Engage and attend all training activity provided by British Gymnastics
- Engage with College expectations including its code of conduct
- Not to be currently enrolled on another formal Apprenticeship
 Programme
- Course specific entry requirements are as in appendix 1 and alter depending on the qualification chosen to study.



How to apply

To be part of the 2021-2022 Apprenticeship Programme, email your interest to **business@btc.ac.uk** and you will be sent the relevant information together with forms to complete.

Please use the flow chart on page 15 to learn more about the process.

Please note Bridgwater & Taunton College will share relevant information with British Gymnastics. Please refer to the BTC Policy for more information. You can find it here: https://www.btc.ac.uk/privacy-policy/. By completing the application form, you are agreeing to the sharing of this information with British Gymnastics.

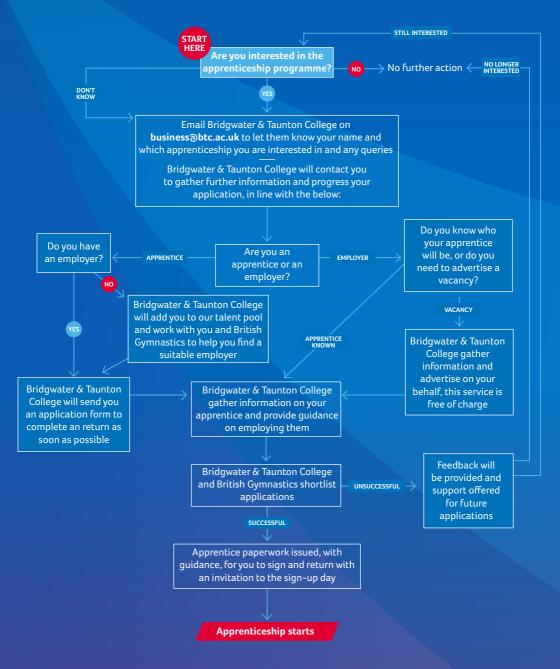
For any potential starters in September, we will be in contact with you throughout the summer to discuss the apprenticeship with employers, interview apprentices and complete relevant paperwork. Both parties being notified if they are successful in obtaining a place and agree a start date. You will be then be invited to our Welcome Day in July/Aug, which will be an online session. The Welcome day will include an introduction to the programme, as well as training for clubs and apprentices on relevant systems.

We will then hold a similar session later on in the year, for any further starters or those unable to make the Welcome Day earlier in the year.

Existing apprentices/clubs on the 2021/2022 programme:

If an existing apprentice, already signed up to the British Gymnastics Apprenticeship Programme, wishes to progress with their training, they will need to follow the application process above in line with new applicants.

Application process flow chart



Please note, applications are open all year, however there will be certain cut-off dates to attend events such as the sign-up day, and to be included in September starts.



Associated costs and support

To be part of the Apprenticeship Programme, there are some associated costs to be mindful of. Responsibility for payment of costs is detailed below.

The employer:

- Payment of salary to the apprentice (generally the National Minimum Wage rises in April each year).
 - For apprentices under 19: £4.30 per hour
 - For apprentices aged 19+ in the first year of their apprenticeship: £4.30 per hour
 - For apprentices aged 19 or above and not in the first year of their apprenticeship, the adult National Minimum Wage for their age.
 - For information, please visit: <u>www.gov.uk/national-minimum-wage-rates</u>
- Potential on-costs including employers' National Insurance contribution where the weekly earnings are above the current minimum required by PAYE
- Payment of holiday pay (in accordance with current legislative requirements)
- Payment of statutory sick pay in accordance with current legislation

In 2017 the government introduced a levy in respect of apprenticeships. This stated that any employer with a pay bill over \pounds 3 million each year, is required to pay the apprenticeship levy.

- For levy paying employers:
 - Training for apprentices can be funded through the levy payments.
 - For more information, please visit <u>www.gov.uk/government/publications/</u> <u>apprenticeship-levy-how-it-will-work/apprenticeship-levy-how-it-</u> <u>will-work</u>
- For non-levy paying employers (where the pay bill is less than £3 million):
 - For employers with less than 50 employees, where the apprentice is aged 19 or older at the start date of the apprenticeship; payment of 5% of the cost of the qualification is required. This is because the Government will pay for 95% of training costs but the employer is expected to pay 5% of the total. See below for fees.
 - For employers with less than 50 employees and where the apprentice is aged 16-18 (or 19-24 with an EHCP in place) there is no fee.
- For employers with over 50 employees; payment of 5% of the costs of the qualification regardless of the apprentice's age. This is because the government will pay for 95% of training costs but the employer is expected to pay 5% to access this funding. This is dependent on the qualification chosen and the costs are as follows:
 - Community Activator Coach Level 3: £300
- Travel to all residential events held by British Gymnastics at Lilleshall National Sports Centre (to be determined by prior agreement between apprentice and employer and may be at the apprentice's cost).
- For levy paying employers the full cost apprenticeship will deducted from your levy pot. For more information, please go to: <u>www.gov.uk/government/publications/</u> <u>apprenticeship-levy-how-it-will-work/apprenticeship-levy-how-it-will-work</u>
- This year, the government has increased incentive payments for hiring new apprentices. Employers will receive £3,000 for new apprentices of any age who join their organisation from 1 April 2021 to 30 September 2021. The incentive payment is in addition to the £1,000 employers already receive for hiring an apprentice:

• aged 16 to 18 years old

under 25 with an education, health and care plan or who has been in the care of their local authority

More information on this incentive can be found here: <u>https://www.gov.uk/</u> guidance/incentive-payments-for-hiring-a-new-apprentice

The apprentice:

- Travel to all residential training events held by British Gymnastics at Lilleshall National Sports Centre (if made by prior agreement between you and the employer).
- Any additional overnight accommodation or subsistence more than detailed above.



British Gymnastics:

- The costs associated with accommodation and food for the apprentice during the residential training events (one night per event)
- The provision of documentation and information regarding the industry knowledge that British Gymnastics will provide at its residential training events

NB: For apprentices aged 16 – 18 years with an employer with less than 50 employees; the College qualification is delivered free of charge, supported by funding that is drawn down by the College. Employers recruiting an apprentice aged 16-18 will be entitled to a payment from the Government of £1000 per Apprentice.

For more information, please email **<u>business@btc.ac.uk.</u>**

Please note: Clubs must offer apprentices the same conditions as other employees working at similar grades or in similar roles.



Appendix 1 - Course summaries

Coaching Pathway Level 2 Community Activator Coach Standard:

This apprenticeship is designed for individuals who wish to begin a full-time career in coaching gymnastics. Individuals on the programme will study the new **Level 2 Community Activator Coach** standard, of which the course summary and content can be found below. For this pathway the apprentices will receive additional CPD via one residential training events throughout their 16-month programme, which will take place at Lilleshall National Sports Centre. These residential training events will provide further information and knowledge that the apprentices can then utilise back in their club environment. Alongside this qualification, the apprentice will also complete either a Level 1 or Level 2 Gymnastics Coaching Qualification (in any discipline) and this element of the framework will be delivered at no additional cost.



This qualification will need to be completed during the time scale of the apprenticeship. Candidates undertaking their Level 2 coaching qualification must be 17 years of age when they start a course.

Their award will be accredited when they reach their 18th birthday.



Please find below a summary of the qualification and pre-requisites for this pathway:

Role	Apprenticeship Standard	Pre-Requisite	Residential event Information
Gymnastics Coach	Level 2 Community Activator Coach 16-month programme	Essential - Age 16 years + Essential - Must be willing to undertake either Level 1 or Level 2 coaching qualification Essential - Minimum of 5 GCSEs Grade A* - E Inc. English and Maths or equivalent qualification (9-2 in new GCSE grading) Essential - The right to work in the UK Essential - British Gymnastics Bronze / Silver Membership minimum Desirable - Experience of coaching and working in a club environment	1 residential events throughout the apprenticeship Complete Level 1 or 2 Gymnastics Coaching Qualification**

**Please note the Level 1 or Level 2 coaching qualification can be completed in any discipline. However, this qualification must still be completed within the apprenticeship timeframe and is therefore subject to the availability of courses.

Funding is current and applicable if an apprentice enrols onto their chosen coaching course whilst still completing their apprenticeship. There is no obligation of funding for a free coaching course once the apprentice has completed their programme.'

Course Summary – Level 2 Community Activator Coach

The Community Activator Coach Standard enables the apprentice to demonstrate, the following competencies:

- An ability to plan, deliver, evaluate and reflect on delivery of sport and activity opportunities within a local community, predominately for inactive members from different sections of society.
- The ability to work in partnership with, amongst others, local sports clubs, youth work settings, community centres, educational institutions and public service personnel, to deliver engaging and sustainable opportunities for people to come together and get active.
- Understanding how to modify their behaviour and style and use customer insight to tailor activities that appeal to different audiences from diverse cultures and backgrounds.
- Being equipped with the range of tools and techniques that are needed to offer different sports and activities in different environments. This includes both formal and informal activities.
- An ability to understand their limitations and boundaries, and knowing how and when to work with specialists from other professions this may include the police and uniformed services, health professionals, counsellors, personal trainers, sports development staff or youth workers.

For further information on this new standard, please visit: <u>https://www.</u> instituteforapprenticeships.org/apprenticeship-standards/communityactivator-coach/



Coaching Pathway Level 3 Community Sport and Health Officer:

This apprenticeship is designed for individuals who wish to build on an existing coaching qualification, experience or Level 2 Apprenticeship. Individuals on the programme will study the Level 3 Community Sport and Health Apprenticeship. For this pathway the apprentice will receive additional CPD via a residential training event throughout their 18-month programme, which will take place at Lilleshall National Sports Centre. These training events will provide further information and knowledge that the apprentices can then utilise back in their club environment. This apprenticeship includes the opportunity to undertake an additional qualification in Promoting Community Health and Wellbeing and apprentices can book onto an appropriate British Gymnastics Coaching qualification(s) as agreed with the Employer. Please find below a summary of the qualification and pre-requisites for this pathway:

Role	Framework/ NVQ	Pre-Requisite	Residential event Information
Level 3 – Gymnastics Development Coach	Level 3 Community Sport and Health Officer 18 Month apprenticeship with 3 month End Point Assessment	Essential - Age 16 years + Essential - Minimum of 5 GCSEs Grade A* - C Inc. English and Maths or equivalent qualification (9-4 in new GCSE grading) Essential - The right to work in the UK Essential - British Gymnastics Bronze Membership minimum Essential - Experience of coaching and working in a club environment	1 residential events throughout the apprenticeship

Please find below a summary of the qualification and pre-requisites for this pathway:

Course summary – Level 3 Community Sport and Health Officer



Completion of the Level 3 Community Sport and Health Officer, will enable the apprentice to demonstrate the following competencies:

- Working with local communities to identify the need and demand for new activities
- Improving access to sport for young people, people with disabilities and people from disadvantaged communities
- Supporting and working with community amateur sports clubs national governing bodies, country sports partnerships, voluntary sector and development agencies
- Plan and implement programmes of engaging and innovating activities using sport and physical activity
- Writing successful funding bids to enable new, different and more opportunities to take place for sport and physical activity
- Understanding fundamental principles of safeguarding, child protection and working with vulnerable adults
- Where to sources and how to use customer insight to design sport and physical activity interventions
- Organising, promoting, running, monitoring and evaluating projects
- Attending meetings, seminars and conferences
- Finding and training suitable staff, coaches and volunteers for projects
- Managing resources and budgets

NEW this year

Coaching Pathway Level 4 Sports Coach: 3 Pathways:

This new apprenticeship standard was only released for delivery in March 2021 and provides an opportunity for progression for apprentices' completing a level 3 apprenticeship or existing experienced coaches who wish to up-skill. There are three pathways in this programme:

1. High Performance Sport Coaches:

Develop athletes and players in high-performance settings, including those on talent or development pathways, national or international programmes, professional or podium environments.

2. Community Sport Coaches:

Motivate and engage people of all ages and abilities in community sports and physical activity settings. Community sport includes local authority, charity and national governing body of sport community initiatives or clubs.

3. School Sport Coaches:

Collaborate with teachers to develop pupils' mastery of psycho-motor skills by applying a whole child approach in their coaching. They work in all categories of school and registered childcare environments.

This programme is equivalent to the first year of a degree and includes access to HE webinars organised and run by Bridgwater and Taunton College, an annual coaching residential and a choice of course by British Gymnastics, which can be tailored and bespoke to your needs. The College is investigating the opportunity for participants to complete the second and third year of the College's BSc Sports Science and Coaching degree as progression from this apprenticeship.

Please find below a summary of the qualification and pre-requisites for this pathway:

Role	Framework/ NVQ	Pre-Requisite	Residential event Information
Level 4 – Gymnastics Development Coach	Level 4 Sports Coach 18 Month apprenticeship with a 6 month End Point Assessment	Essential - Age 18 years + Essential - Minimum of 5 GCSEs Grade A* - C Inc. English and Maths or equivalent qualification (9-4 in new GCSE grading) Essential - The right to work in the UK Essential - British Gymnastics Bronze Membership minimum Essential - Experience of coaching and working in a club environment	1 residential event throughout the apprenticeship

Course Summary – Level 4 Sports Coach

Completion of the Level 4 Sports Coach apprenticeship standard will enable the participant to demonstrate the following competencies:

High Performance Sports Coaches

Design and deliver coaching programmes that focus on the acceleration of sustainable development and high performance of athletes/players to enhance the national and international positioning of the sport.

High performance sport coaches profile athlete/player bio-psycho-social attributes, as well as their sport-specific technical and tactical skills to set development and performance goals. These are then used to inform the creation of a high-level curriculum plan that considers practice and competition schedules.

Stakeholders in this context include athletes, players, parents, peers, managers, sponsors, professional organisations, national governing bodies and performance support staff such as sport scientists, sports medics and performance analysts.

Community Sport Coaches

Design and deliver coaching programmes that focus on sustainable engagement and enrichment of participants. They use targeted approaches to the deliver sport and physical activity through community initiatives or clubs, considering Sport England participation and wider government agendas.

Community sport coaches profile participant's cognitive, social, emotional and physical development needs. They measure participant motives, behavioural norms, psychomotor, technical and tactical skills in specific sport and physical activity contexts to enable goals to be agreed. These results are used to create a high-level curriculum plan that considers the annual and sporting seasons. They apply a 'whole person/child' development approach and create targeted interventions to promote the accessibility of sessions for diverse groups of participants. In setting the plans they will consider the community support systems and gaps in current provision.

Stakeholders in this environment include children, parents, assistant coaches, peers, managers and other community support safeguarding staff. Wider networks include facility managers, local authority staff, charitable workforces and national governing body regional teams.

School Sport Coaches

Design and deliver coaching programmes that focus on the acceleration of sustainable mastery of children's psycho-motor skills and wider physical education standards.

School sport coaches profile children's cognitive, social, emotional and physical development needs. They measure psycho-motor, technical and tactical skills in a range of physical activity contexts drawn from the Department for Education's National Curriculum to enable physical education targets to be agreed. These results are used to create a high-level curriculum plan that considers school term schedules and a 'whole child' development approach.

Stakeholders in this environment include children, parents, carers, peers, support staff, such as SENCO and safeguarding officers, teaching assistants, teachers, head teachers and school boards. Wider networks include local authority teams and social services.

