

Lancashire &
South Cumbria
TRAINING HUB

Mentors / Coach Handbook

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Introduction to the Mentoring / Coaching Role

The mentoring/coaching role is a valuable component for the retention and development of our health care workforce. Within L&SC PCTH we have mentors/coaches who are supporting the development of both clinical and non-clinical colleagues. The mentoring/coaching role is a fundamental part of our New to Practice Fellowship and Preceptorship programmes. Key responsibilities being to help to support, develop and embed the new to practice fellow and/or preceptee into primary care. We have senior non-clinical mentors / coaches that support the development and leadership of non-clinical staff. For further information on the New to Practice Fellowship and Physician Associate and Preceptorship programmes please refer to the handbooks on our website [here](#).

The mentoring / coaching role could either be an experienced mentor / coach, developing or a qualified coach. For the purposes of this document, we will refer to them as the **mentor**. All fellows, coachees and mentees will be referred to as **mentees**.

The aim of this handbook is to provide an overview of the mentoring role for both clinical and non-clinical colleagues. This handbook will outline:

- How to become a mentor
- The responsibilities of the mentor
- Funding and payments
- The mentoring process
- How the mentor will invoice the L&SC PCTH for their mentor sessions
- Training, development and support for all mentors
- How to raise concerns or seek support

Eligibility for role

- All **clinical** Health Care professionals will be experienced practitioners with up to 2 years' experience in general practice
- All **non-clinical** mentors will be employees within a senior management role of Practice Manager or within Management with 2 years of experience in general practice
- Will sign the coaching/mentoring agreement
- Will commit to 1 year minimum of providing mentorship/coaching
- For the GP, GPN and PA mentorship schemes, all mentors must deliver 3 clinical sessions or equivalent per week as a minimum standard, alongside their mentoring role

How to become a mentor (Appendix 1)

- Apply to the Locality Training Hub (LTH) (More information on our [website here](#)) – application form is appendix 5
- Participate in an informal application and interview process with the Locality Training Hub
- Will read and comply with the requirements outlined within the Mentor/Coaching Standard Operational Procedure, Developmental Framework for mentors/coaches, Mentor/coach Handbook and mentoring/coaching agreement
- Attend a L&SC PCTH basic 3-hour mentor / coaching workshop
- Agree and sign a mentor SLA/Agreement with the Locality Training Hubs
- Meet with one of the Lead Mentors to agree a mentor developmental plan
- Enrol on the provided ILM3 Effective Coaching Training. You can find all the dates and information on the [NHS Network page here](#). This will be organised and funded by L&SC PCTH
- Achieve an industry recognised coaching award, minimum ILM3 Effective Coaching within 24 months of first assignment submission date (If not compliant with this requirement a pause on the mentoring provision will be placed until achieved). Exceptional circumstances will be considered.

Mentor role and responsibilities

- The mentor will access the NHS Networks platform for all relevant resources and materials which are available
- Once completed the L&SC PCTH basic 3-hour mentor workshop and signed agreement the mentor will be allocated an available mentee via the LTH team (see appendix 2)
- Mentors can support up to 4 mentees (depending on availability)
- The mentor will be introduced to the mentee via the LTH team
- The mentor will then contact the mentee to arrange their first meeting
- The mentor will;
 - utilise mentor/coaching methodology to provide quality mentoring to employees across General Practice
 - attend a training session delivered by L&SC PCTH prior to commencing the mentor role
 - commit to undertake and complete ILM3, as a minimum standard for mentoring/coaching. If the mentor wants to undertake a higher level this is acceptable with funding available from L&SC PCTH
 - agree to complete the ILM3 minimum standard within 18 – 24 months of first assignment submission date of the ILM award (extensions will be considered and agreed on an individual basis)

- Work in partnership with LTH teams and L&SC PCTH Programme Manager to agree any extensions for completion of ILM3
- attend Peer support sessions – minimum 4 per year
- Attend 1-1 mentor supervision support sessions – minimum 4 per year
- ensure all mentees have an individual development plan to be utilised within the mentoring/coaching sessions
- utilise the skills, knowledge and tools developed within the ILM3 programme
- Ensure all mentoring/coaching activities are documented on either the L&SC PCTH activity template or own equivalent document. L&SC PCTH may ask for a copy of this activity to support financial and quality monitoring processes
- Ensure a reflective mentor/coach learning log is maintained
- Report monthly regarding progress of the mentee via invoicing template (if applicable)
- Claim financial reimbursement for mentoring/coaching activity via the agreed L&SC PCTH payment process
 - **Mentor/fellows ratio and finance information**
 - For all GP, GPN & PA, non-clinical mentors undertaking the ILM3 it has been agreed by L&SC PCTH and NHSE that the minimum requirement for the mentor is to support 1 mentee per 4 hr session. The additional hours will be to support the mentor to both complete ILM assignment and develop portfolio. Mentors will be expected to prepare for the session and once the session has been completed the expectation will be that they then complete all relevant documentation and invoices. For the New to Practice Fellowship programme all fellows are expected to meet their mentor for a minimum of 1 hour per month, flexible if more is required
 - All mentors attending ILM3 ½ day sessions will claim at 4 hours per session
 - Following completion of ILM3 all mentors will support 2 mentees (1 hour per mentee) per 4-hour session or 1 mentee per 2-hour session. There is a maximum allowance of 8 mentees per calendar month
 - If mentor only has access to 1 mentee following ILM3 completion, then they will invoice at a 2 hours per mentee
 - Registers for training sessions will be completed by the ILM trainer
- Meet as a **minimum** for 1 hour per month with mentee
- Escalate any issues re progression/incidents to LTH
- Report any concerns or issues in relation to the mentee relationship to LTH
- Attend any webinars/information sharing sessions as required
- Attend any training identified as required

Mentor/Coach ILM3 extension

If a training mentor/coach requires an extension for assignment submission this must be agreed in partnership with the L&SC PCTH Programme Manager and the ILM3 Programme Manager. Extensions will be considered and agreed on an individual basis.

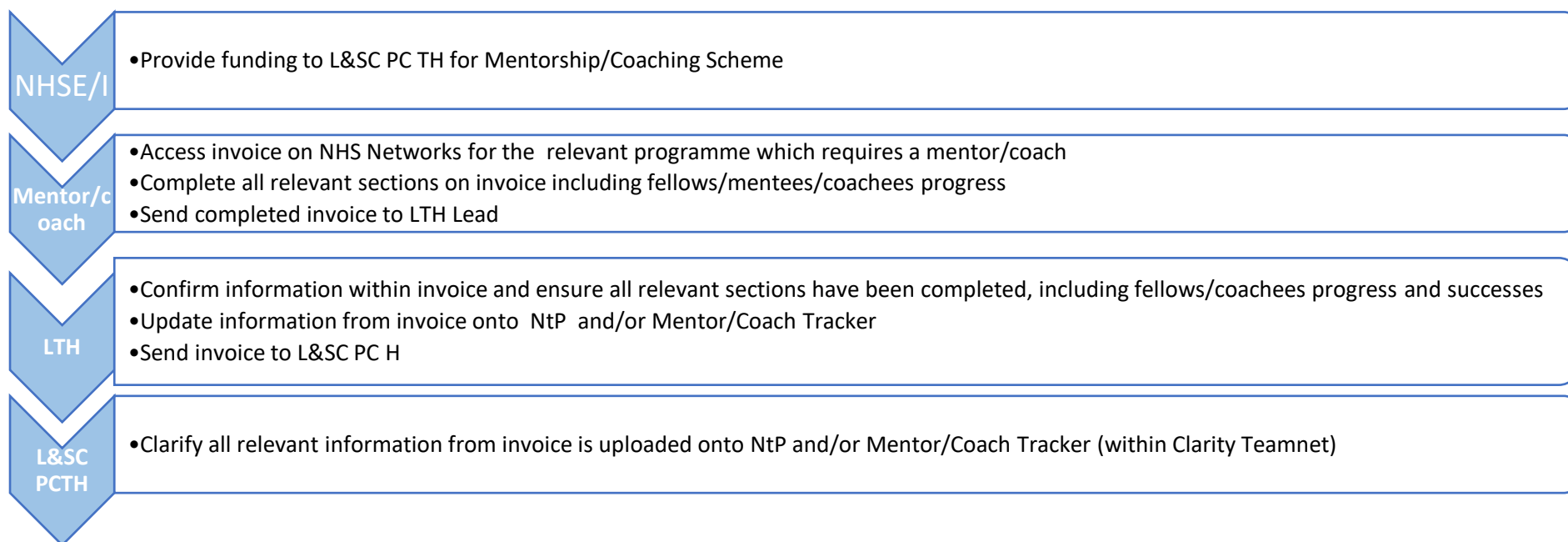
The full course must be completed within 18 - 24 months of the first assignment submission date. Any mentors failing to complete within this time, without extensions, will be put on a pause until completed.

Funding and payments (Appendix 3)

- Payment can be made either to the individual or to the practice for backfill (to avoid IR35 regulations, we recommend this is undertaken by your practice if possible)
- Please see appendix 3 for what can be invoiced for

How the mentor will invoice the L&SC PCTH for their sessions

- The mentor will complete the monitoring (for New to Practice fellows only) and invoicing document which can be found on [NHS Network](#)
- The planned study sessions for the ILM3 Coaching Award will be included within this invoice
- The invoice will be submitted to (L&SC PCTH) by emailing it to mbpcc.gpfed@nhs.net and CC in lauren.butler4@nhs.net



Mentoring Process

All mentors will follow Lancashire and South Cumbria Primary Care mentoring and development process. Template documents to support this process are available in the NHS Platform and are in the appendices of this handbook (appendices 6-9).

First meeting and induction period

- At the first meeting the mentor and mentee will discuss their agreement for mentoring. This will outline the roles of both parties and define what the mentor provision will include. The agreement will offer a review period for both the mentor and mentee to include the option to change mentor if required. A template from [NHS Network](#) can be utilised for this with amendments being negotiated and agreed with the mentor and mentee

- The mentor will support the mentee with developing a training needs analysis to understand the learning and development needs of the mentee. This may coincide with the commencement of a learning and development plan (appendix 6). (Templates are available on [NHS Network](#))
- The mentor may utilise the Learning and Development Plan at the monthly meetings to map progress and document discussions and actions
- The mentor will arrange monthly sessions, with agreed timeframes, with the mentee to discuss progress, agree actions and negotiate future timeframes
- The mentor may need to ask the mentee to commence their induction to the fellowship programme (if applicable) if not already done so. All materials and resources for the induction are on [NHS Network](#)
- For the New to Practice and PA Preceptorship only, the mentor and mentee will discuss the programme components and set training dates (calendar and training schedules are on the [NHS Network](#)) to ensure the fellow is enrolled on all the appropriate structured training within the programme

Meetings following induction

- The mentor and mentee will meet once per month for 1 hour to continue the mentoring/mentee relationship
- The mentor and mentee will be expected to review their mentoring agreement after approximately 3 months
- Both the mentor and mentee will be expected to utilise reflective practice during and following each session
- For the New to Practice and PA Preceptorship only, following the induction and organising of the structured training on offer, the mentor and mentee will start to explore the portfolio opportunities within their PCN. The mentor and mentee will utilise their own networks and resources to support the development of the portfolio opportunities. If the mentor and mentee require support with this part of the programme, then their LTH will provide additional support
- The mentee will also be responsible for bringing ideas and innovations to the mentor for discussion
- The mentor will ensure that feedback is received from the mentee for quality assurance and developmental purposes

How to raise concerns and/or seek support

- The mentor will follow the agreed steps outlined in the agreement for mentoring support
- If the mentor has concerns with the mentee's progression, this will initially be raised with the mentee
- If the situation isn't rectified the mentor will discuss further with their LTH team
- The mentor may also seek support and guidance from the L&SC PCTH Programme Manager and/ or L&SC PCTH Quality Lead
- If the mentee has concerns, they can initially raise these with the mentor or alternatively access support from their LTH Team and/or the L&SC PCTH Programme Manager

Lead Mentor role

We have built a developmental and supportive infrastructure for the mentor provision. The aim being that all our mentors are provided with a mentor themselves and have access to training, development, peer support and one to one mentor supervision. (See table below and appendix 4)

Lead Mentor role and responsibilities

Lead Mentors/coaches will;

- Work in partnership with L&SC PCTH to implement and sustain the developmental framework for mento (appendix 4) which will include:-
 - Delivery of the basic mentor/coaching workshop and updates
 - Supporting and delivering the peer support sessions
 - Offering regular 1-hour mentor supervision sessions for mentors
 - Supporting the developing mentors to complete ILM3 Effective Coaching Award
 - Ensuring all documentation is maintained for all mentoring outputs
- Will work in partnership with L&SC PCTH to develop additional resources to support mentoring provision, i.e. podcasts, topic pages, useful information
- Will ensure professionalism is maintained whilst offering a quality service on behalf of L&SC PCTH
- Raise any concerns via L&SC PCTH Raising Concerns policy and process

Training, Development and Support for all mentors

Training and Development Offer	Brief Overview of offer
Mentor/coach Development, Training and Support Workshop	This is a workshop that has been developed by the Mentor / Coach Team which provides an introduction to Mentoring/ Coaching. It is expected that all new mentors will attend this session prior to starting mentoring. It includes a discussion on what mentoring/ coaching is and is not. Provides information about how to produce a mentoring/coaching agreement and what the expectations, responsibilities of both mentor and mentee are within the mentoring relationship. Provides an overview of the coaching GROW model. Provides a safe environment for mentoring/coaching practice and queries. It is expected that all mentors will attend an update workshop each year following this one
Peer Support Sessions	These sessions are provided on a monthly basis for all developing and qualified mentors to attend. There will be topics offered to discuss throughout the year. A calendar will be provided in terms of what the session will focus on. Mentors can attend to gain peer support and advise. The sessions will be led by one of the lead mentors utilising coaching methodology. There will be divided time for the topic and then further discussion for any other points. These will be group sessions
Mentor Supervision 1 - 1	These are 1 - 1 sessions which will be offered by the lead mentors. We have profession specific mentors, however if a mentor wishes to utilise another person out of their profession that is acceptable. 48 hours' notice is required if unable to attend an arranged mentoring session
ILM Level 3 Award in Effective Coaching	This is a formal qualification accredited by the Institute of Leadership and Management (ILM). It consists of three units each split into two half days, which are run over approximately 6 months. The programme will introduce the key principles and skills related to successful coaching which will help develop confidence and the ability to work with mentees in a range of contexts. As part of the programme, you will be required to complete an assignment and compile a portfolio of 6 hours of coaching practice.

Best Practice

It is the responsibility of the mentor to offer a written agreement to the mentee which is negotiated and agreed with both parties. It is also the responsibility of both parties to document their discussion and reflect on their practice.

The mentor will follow the Global Code of Ethics - [Global Code of Ethics - Association for Coaching](#) alongside the Competence Framework - [Competence Framework \(emccuk.org\)](#).

Quality Assurance

All mentors will be required to collect feedback and evaluation from their mentees. L&SC PCTH will also conduct evaluations and feedback from both the mentors and mentees in order to maintain a quality service for all stakeholders

Contact details for your local Training Hub can be found [here](#).

Mentor/Coach Development Flow Chart

Appendix 1

Registered Health Care Professional or Non-clinical staff wish to develop and become a mentor/coach

An application form is submitted to Locality Training Hub

Application is reviewed with Locality Training Hub Lead and informal supportive discussion is arranged

Informal supportive discussion completed with developing mentor/coach, Locality Team

Information of becoming a mentor/coach is provided alongside an SLA for the mentor and Locality Training Hub Lead to read and agree

Developing mentor/coach attends the L&SC PCTH basic 3 hr coaching workshop (funded)

Developing mentor/coach reads and signs mentoring/coach SLA/agreement and SOP

Developing mentor/coach is allocated a supporting mentor/coach

Developing mentor is allocated a mentee/coachee

Developing mentor attends and completes ILM3 (minimum) Effective Coaching award (backfill funded)

It is recommended qualified mentor/coach to attend as a minimum:-

4 x 1 hour peer support session per year (funded)

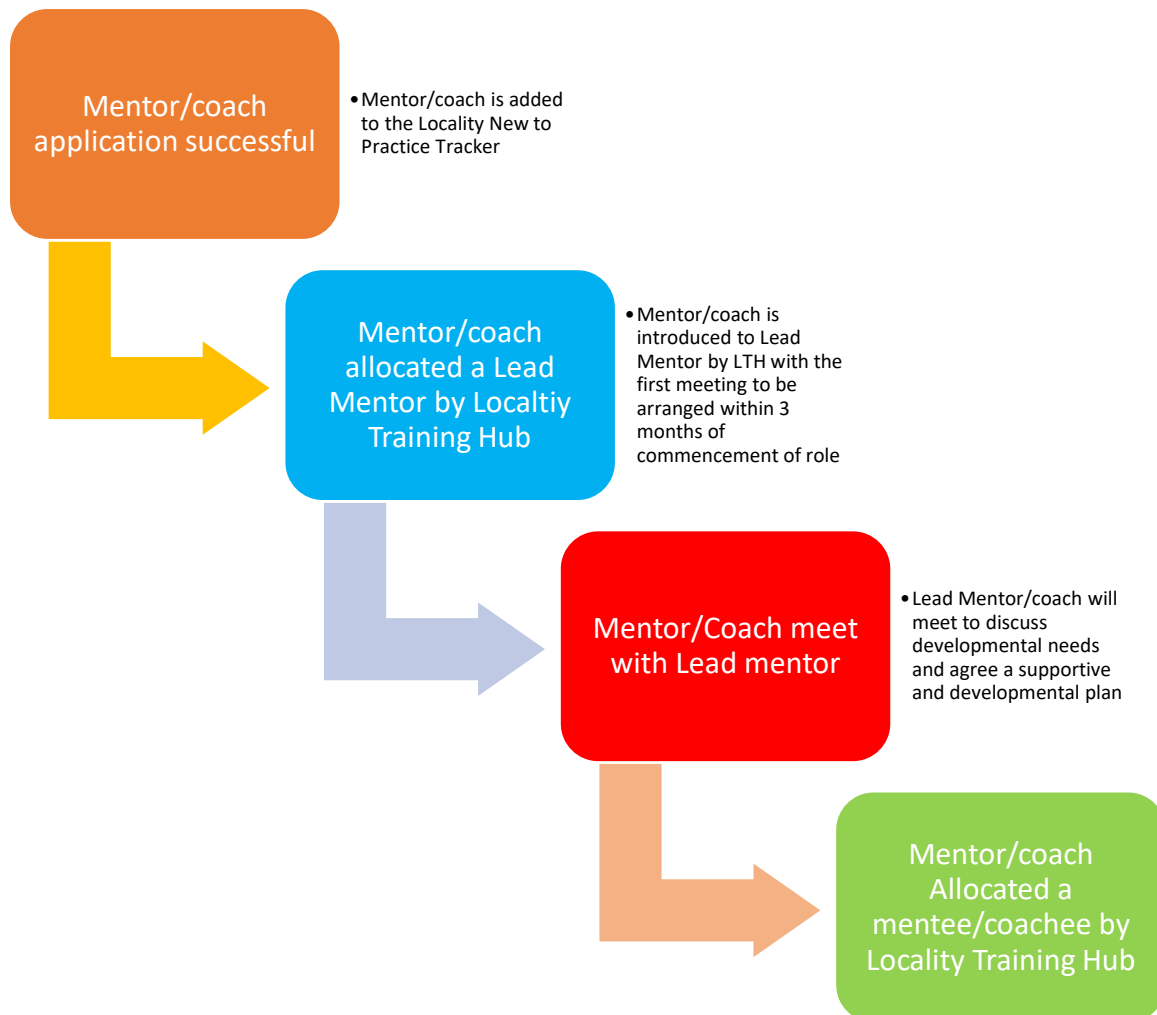
1 training workshop per year (funded)

4 x 1 hour mentoring supervision 1-1's (funded)

**Mentor/coach development
and supervision provided by
L&SC PCTH**

Mentor/Coach & Lead Mentor/Coach allocation flow chart

Appendix 2



Payments for mentoring/coaching

Appendix 3

Mentor/coach	General Practitioner	General Practice Nurse	Physician Associate	Non-clinical
Minimum Standard of mentoring/coaching qualification	Minimum standard for delivering mentoring/coaching is ILM3 Effective Coaching Award (this complies with the required standards for the NHSE Mentoring Scheme)			
Experience	2 years	2 years	2 years	2 years
Clinical Sessions required to work alongside mentoring/coaching role	3 or equivalent to	3 or equivalent to	3 or equivalent to	N/A
Maximum Number of mentees/coachees	8	8	8	8
Payment per 4 hr session	£289	£180	£180	£180
Hourly rate	£72.25	£45	£45	£45
Payment method	Payment can be made to individual or practice for the mentoring/coaching service			

Services which can be invoiced for:-

Breakdown of education & development funding arrangements

ILM course attendance/training/supervision sessions and peer support sessions

Coaching/Mentoring development	L&SC PCTH Basic Training for Coaching/Mentoring	ILM 3 attendance required	Mentor Supervision	Peer Support Sessions
Duration	3 hours	7 sessions	1 hour	1 hour
Amount to be invoiced	Claim hourly rate x 3	Claim sessional rate x 7	Claim hourly rate x 1	Claim hourly rate x 1

Mentoring funding arrangements – whilst completing ILM3 (for the purpose of this section all coachees, fellows will be called mentees)

Coaching	1 mentee + undertaking ILM3 course	2 mentees + undertaking ILM3 course	3 mentees + undertaking ILM3 course	4 mentees + undertaking ILM3 course	5 mentees + undertaking ILM3 course	6 mentees + undertaking ILM3 course	7 mentees + undertaking ILM3 course
Duration	4 hours	6 hours	8 hours	10 hours	12 hours	14 hours	16 hours
Amount to be invoiced	Claim sessional rate x 1	Claim sessional rate x 1 PLUS 2 hours at hourly rate	Claim sessional rate x 2	Claim sessional rate x 2 PLUS 2 hours at hourly rate	Claim sessional rate x 3	Claim sessional rate x 3 PLUS 2 hours at hourly rate	Claim sessional rate x 4

One coaching session claimed will include time for prep and post documentation alongside study time for the ILM course

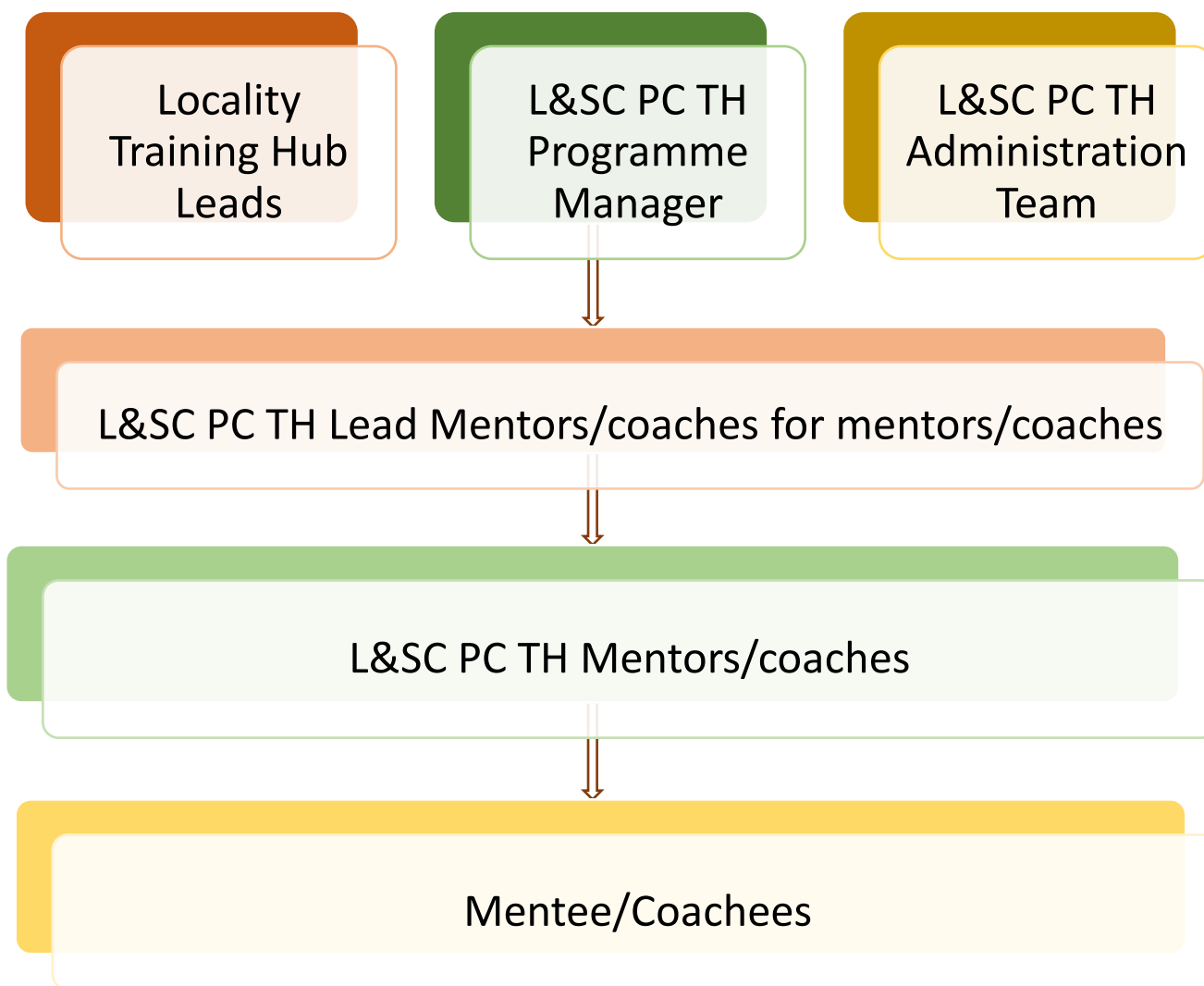
Mentoring funding arrangements – once ILM3 qualified

Coaching Delivery	1 mentee	2 mentees	3 mentees	4 mentees	5 mentees	6 mentees	7 mentees	8 mentees
Duration	2 hours	4 hours	6 hours	8 hours	10 hours	12 hours	14 hours	16 hours
Amount to be invoiced	Claim hourly rate x 2	Claim sessional rate x 1	Claim sessional rate x 1 PLUS 2 hours at hourly rate	Claim sessional rate x 2	Claim sessional rate x 2 PLUS 2 hours at hourly rate	Claim sessional rate x 3	Claim sessional rate x 3 PLUS 2 hours at hourly rate	Claim sessional rate x 4

The sessions claimed will include time for preparation and post documentation of the coaching session for each individual fellow/mentee

Mentor/coach Infrastructure

Appendix 4



Mentor/Coach Application Form

Appendix 5

Mentorship/coaching Commitment and Support Information

Introduction

The Lancashire and South Cumbria Primary Care Training Hub (L&SC PCTH) Mentorship /coaching Scheme has been developed to provide professional mentorship and coaching to both clinical and non-clinical employees. The scheme is available for;

- New to Practice Fellowships General Practitioners (GP), General Practice Nurses (GPN) and Physician Associates (PA) within their Preceptorship
- GPST3's
- HEE (Now NHSE Workforce, Transformation & Education (WTE)) Post CCT fellows
- GPs
- Non-clinical employees

ILM3 Effective Coaching and Mentoring Award

All mentors/coaches will be required to complete the ILM3 Effective Coaching qualification, including attending all sessions and completing assignments, as a minimum standard. Higher level ILM Coaching programmes will be supported.

The programme handbook provided by the ILM3 Effective Coaching organisation outlines the course components, assignments and submission dates.

Quality and Monitoring

We have a robust application and recruitment process for all mentors with minimum standards set within the mentoring/coaching role. Quality improvement evaluation audits and feedback questionnaires will be conducted throughout the year for all mentors/coaches.

Information overview

Mentor/Coach	General Practitioner	General Practice Nurse	Physician Associate	Non-clinical
Minimum Standard of mentoring/coaching qualification	Minimum standard for delivering mentoring/coaching is ILM3 Effective Coaching Award (this complies with the required standards for the NHSE WTE Mentoring Scheme)			
Experience	2 years	2 years	2 years	2 years
Clinical Sessions required to work alongside mentoring/coaching role	3 or equivalent to	3 or equivalent to	3 or equivalent to	N/A
Maximum Number of mentees/coachees	8	8	8	8
Payment per 4 hr session	£289	£180	£180	£180
Hourly rate	£72.25	£45	£45	£45
Payment method	Payment can be made to individual or practice for the mentoring/coaching service			

Information required from Applicant

Name of applicant	
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Personal details

Surname		First name(s)	
Home address		Postcode	

Please provide examples of any recent actions you have taken to support the development of others.		
Please provide details of any previous mentoring/coaching experience and the outcomes achieved (if any).		
Please provide the details of two professional references to support your application.	Reference 1	Reference 2
Name		
Job title		
Email		
Telephone		
Relationship to applicant		

Practice details

Proposed start date		Claim as individual or reimburse practice	
Name of practice			
Practice address			
Practice code			
Practice telephone			
Name of practice manager			
Email for practice manager			
Telephone for practice manager			

Agreement

I understand that if I am accepted as a mentor/coach, I will need to commit to a minimum of 1 year and attend any training sessions or associate meetings needed.

I confirm that:

- 1. I have read and understood the Standard Operation Procedure for Mentorship/Coaching**
- 2. I have read and understood the mentor/coaching agreement which includes the expectations of providing a mentor/coach service**
- 3. I will attend and complete, to qualification, as a minimum ILM3 Effective Coaching**
- 4. I will continue to further develop my mentor/coaching practice by attending peer support and clinical supervision sessions**
- 5. If I secure and confirm a place on this scheme and fail to attend any training element without a justifiable reason, I will be charged**
- 6. The information given in this form is accurate and that information contained in this form will be shared with Locality Training Hub Teams and NHSE WTE for the purposes of monitoring**

7. Data and information with regards to any activities in relation to the programme can be shared for monitoring and evaluation purposes			
If mentor/coach is self-employed you will be required to complete a Service Level Agreement with the Training Hub and you will be required to ensure liability Insurance is in place			
SLA signed with Liability Insurance in place		Yes	No
Name			
Signature		Date	
To be signed by Practice Manager if mentor/coach is utilising practice time and therefore monies will be reimbursed to practice.			
Name of Practice Manager		Date	
Signature of Practice Manager			

For completion by Locality Training Hub

Name			
Date of decision			
Decision	Accepted	<input type="checkbox"/>	
	Declined	<input type="checkbox"/>	
If application is declined, please specify reason			
Expected Start date			
Signature of Locality Lead/Operational Manager		Date	

Mentee/Coachee Learning and Development Plan

This document sets out your developmental and educational objectives alongside providing a framework for:

- A discussion with your mentor about your learning and development needs
- Providing a professional development plan to address these needs to achieve your learning and development outcomes
- Providing evidence of your monthly progression and achievement of outcomes
- An outline of the types of projects you will be involved in

Following a discussion with your mentor/coach, you have responsibility for completing this document and updating accordingly. This is essential as a plan for you both to use as a roadmap for your educational and developmental progression.

Date commenced:

Name of Mentee/Coachee:

Name of Mentor/Coach:

Date	Item/Topic/Goal for Development	Outcome	Actions/Options/Way Forward	Date to complete	RAG

Action Plan Review and actions					
Date	Review and Reflect				

Feedback to coach from coachee

To the coachee - please complete the following at the end of your coaching sessions to enable your coach to develop their skills and review the effectiveness of the coaching programme.

The Coach will gather on-going feedback on effectiveness of their coaching for each session and show evidence of this

Key coach attributes	Please rate your coach											
Builds rapport	poor	0	2	3	4	5	6	7	8	9	10	excellent
Is non-judgemental	poor	1	2	3	4	5	6	7	8	9	10	excellent
Shows listening skills	poor	1	2	3	4	5	6	7	8	9	10	excellent
Uses questioning skills to help me self-reflect	poor	1	2	3	4	5	6	7	8	9	10	excellent
Has a structured approach to sessions	poor	1	2	3	4	5	6	7	8	9	10	excellent
Is friendly	poor	1	2	3	4	5	6	7	8	9	10	excellent
Helps me set my goals	poor	1	2	3	4	5	6	7	8	9	10	excellent
Shows empathy	poor	1	2	3	4	5	6	7	8	9	10	excellent
Shows respect	poor	1	2	3	4	5	6	7	8	9	10	excellent
Is supportive	poor	1	2	3	4	5	6	7	8	9	10	excellent
Maintains confidentiality	poor	1	2	3	4	5	6	7	8	9	10	excellent
Has patience	poor	1	2	3	4	5	6	7	8	9	10	excellent
Gives feedback when appropriate	poor	1	2	3	4	5	6	7	8	9	10	excellent
Accepts feedback	poor	1	2	3	4	5	6	7	8	9	10	excellent
Helps me achieve my goals	poor	1	2	3	4	5	6	7	8	9	10	excellent
Please describe your overall experience of coaching with your coach and to what extent you achieved your goals												
If you have given any low scores, please suggest how your coach could improve?												

Appendix 8

Reflective Coaching Log

Name.....

This learning log is for your own reflection to help you record thoughts, feelings and details of the sessions. You may adapt it as required. If you are following the CPD route, this will help form the basis of your supervision/tutorial sessions. You might use this log to note down:

- What and how you have learned
- Your achievements in practice

NB: Some of your greatest learning is likely to come from when things don't work out as expected and when you find things challenging. These experiences are likely to be some of the most valuable to reflect on and should be recorded along with your achievements. Do not be afraid of getting things wrong or worried about being the perfect coach (there is no such thing)!

Further learning might be as a result of one or more of the following:

- Conversations with other colleagues where you have taken a coaching approach
- Reflecting upon short practice sessions (e.g. with friends, family or colleagues)
- Discussions with other coaches
- Information picked up from elsewhere, e.g. articles or webpages

Name of Coach:		Date/Time:
Name of Coachee:		Session number:
Introduction (either contracting or reviewing progress from previous session)		
How successful were you at building rapport with the coachee?		
What went really well?		
What were the main challenges or difficulties?		

Did you find out anything that would have been useful to have known before the session?	
Did anything surprise you? (e.g. reactions of yourself or the coachee)	
What are your key learning points?	
What will you do differently next time?	
Focus/preparation needed for next session	

General reflections or feedback	
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GOALS What does the coachee want to achieve and why?	
REALITY What is actually happening at the moment? What are the reasons for this?	
OPTIONS What choices does the coachee have? What are the pros and cons of these choices?	
WAY FORWARD What is the agreed action plan? Who will do what? When by?	

Mentor/Coaching Agreement

Introduction

The starting point for coaching is the belief that the mentee/coachee has the potential to be creative, resourceful and capable of discovering their own answers. The role of the mentor/coach is to provide the time and space to facilitate the coachee's thinking and self-discovery in a non-judgemental, safe and supportive environment.

It will be useful for the mentor/coach and mentee/coachee to work through this document together to ensure mutual understanding of the basis of the mentoring/coaching relationship, roles and responsibilities. This may be considered to be a live document which can be mutually reviewed in the light of changes or as the relationship progresses.

The Mentor/Coach

In a mentor/coaching relationship, the mentee's/coachee's agenda is at the centre of the relationship and will be worked on jointly by both mentor/coach and mentee/coachee. As mentor/coach I do not have the answers to your issue(s), but I am committed to working with you to explore them and help you identify how to move forward. I will do my best to help you achieve all you want for yourself, and the results are likely to be a combination of what takes place both within and outside for the meetings.

At all times, I will treat you with respect and treat what you tell me in confidence. There may be occasions when something you share with me needs to be shared more widely (e.g., if there are safety or legal concerns regarding yourself or others), but we will discuss this first so that you are comfortable, and wherever possible, you will take the lead in sharing the information with others.

As a mentor/coach within Lancashire and South Cumbria Primary Care Training Hub, I will work with a variety of people who may or may not be known to you. I will let you know if there is likely to be a conflict of interest. Where we work together with this knowledge of others, the focus of our work will be on your situation and your responsibilities. I will not therefore refer to situations or any knowledge I have about these individuals, gained from my interactions with them.

The Mentee/Coachee

I agree that the prime purpose of this mentor/coaching agreement is to support, maintain and enhance my personal development and progression in my role over an agreed period of time. As the mentee/coachee, I will ensure that, to the best of my ability, I will meet the agreed objectives and action plan set out at the end of each session.

We have both agreed the parameters of this relationship and discussed their practical implications for us.

We have agreed to meet for 3 initial sessions and that 60-90mins is a suitable length of time for our sessions. We will time these sessions to coincide with specific stages of work or situation, so that constructive feedback can be provided, and objectives reviewed. It is the joint responsibility of both the mentor/coach and the mentee/coachee to agree the scheduling of these sessions.

If for any reason a session is cancelled, we will meet again at the next mutually convenient date. The person who has cancelled the session has the responsibility to re-arrange the next meeting. If two sessions are cancelled in a row, then there will be a review to consider to what extent the relationship is 'working' and should continue.

I understand that taking part in this mentor/coaching agreement places responsibilities on me. I agree to prepare for each session, to be punctual and to actively participate. I agree to carry out any follow-up actions that I choose to commit to within the mentee/coaching sessions as per agreed timescales. I understand that all that is discussed between us will be treated in absolute confidence, unless there is unacceptable risk to me or other people, there are issues of breach of law or breach of agreement, or we agree that information can be shared with another party.

I am happy to complete evaluation forms during and following the final session.

If there are changes in circumstances, it may be useful to review the points covered within this agreement. This may include bringing the coaching to a close should either party feel that this is appropriate.

The Mentor/Coach and Mentee/Coach

Both parties to read the Lancashire and South Cumbria Primary Care Training Hub Declaration of Interest Policy and sign the Declaration of Interest (DOI) form.

A copy of the DOI and the Agreement will be sent to your Locality Training Hub Lead and Lancashire and South Cumbria Primary Care Training Hub (lsc.th@nhs.net)

I have read, and agree, this mentee/coaching agreement.

Signed:

Mentee/Coachee:

Date:

Mentor/Coach:

Date:

What is coaching supervision?

Coaching supervision is a process of reflection which is aided by a supervisor, where the coach is helped to stand back and gain a wider perspective on their practice. It is a valuable part of CPD and may take place in a group or one-to-one.

This process may help a coach or mentor to consider different ways in which they may work with their clients, it can help to provide support and develop processes or practices.

Preparing for a supervision session

In order to get the most out of supervision it will be useful for you to spend some time beforehand considering what it may be useful to bring to the session and what you would like to get out of it.

Whilst a session may involve discussing tools or techniques, the topics focused on will come from whatever you bring to a session. In order to help you with this, it will be useful to continue to keep a record of your coaching practice as you have been required to do for ILM.

You may find the following questions useful to prepare:

- Overall, on a scale of 1-10 how well do you feel your coaching has been going?
- How satisfied have you been with the outcomes of your sessions?
- What has gone particularly well?
- Have you experienced any difficulties?
- How confident have you felt?
- Have you had any particular concerns when working with people?
- Have there been any times when you have been unsure of what to do?
- Have any particular themes emerged from your coaching/mentoring practice?
- What would you most like to get out of a supervision session?

What to expect

If you are taking part in an individual supervision session then the supervisor will help you explore and reflect upon your coaching practice. Just as coaching is not about telling someone what to do, supervision is similar. You may think of it as being like 'coaching the coach', the supervisor will typically ask questions to help you develop your own resourcefulness and understanding. However, there may also be times where there is information shared and some guidance offered if appropriate.

Group coaching is similar, however if you are in a group and there are a number of other coaches who would like to discuss issues there will be some negotiation of what the group focuses on, which may or may not be a topic you have brought to the session. This is however not so say that you will not get benefit from taking part in the session as much benefit can come from exploring issues brought by others.

For group and one-to-one supervision, you will get the most out of sessions if you are willingness to share your thoughts and experiences, let go of judgements (towards yourself and others), are curious and willing to learn.

If you have any questions or thoughts, please contact the Lead Mentors.

Prepared by Derren Bailey June 23