

SOUTH LONDON COACHING STRATEGY

AUGUST 2010- MARCH 2012

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Coaching Strategy for South London

August 2010 - March 2012

Foreword

Sports' coaching is central to developing, sustaining and increasing participation in sport. It drives better performances and increased success as well as supporting key social and economic objectives throughout the UK. At all levels of society coaches guide improvement in technical, tactical, physical, mental and lifestyle skills, contributing to personal and social development.

In response to this context, Governing Bodies, UK Sport, the Home Country Sports Councils, sports coach UK and other partners have developed the UK Coaching Framework: a 3-7-11 year action plan. The Framework has set the vision of 'creating an ethical, inclusive, cohesive and valued coaching system, where children, players and athletes are supported by skilled coaches at all stages of their development and is number one in the world by 2016'.

The UK Coaching Framework has been developed within a sporting landscape that is undergoing considerable change. The Home Country Sports Councils and UK Sport have placed increased emphasis on participant outcomes within their statements of strategy, including childhood participation; continued involvement in sport into adulthood; the development of talent and the achievement of high performance.

The role of Governing Bodies in leading the development of their sport has been strongly affirmed as part of this change process. Within coaching, the lead role of Governing Bodies has been established, while recognising the need for complementary networks and quality assurance measures.

Coaching therefore represents a 'golden thread' that runs through the programmes of investment and policy partners and is central to the successful delivery of the plans of Governing Bodies.

Glossary of Terms

The definitions below have been established by sports coach UK in consultation with Governing Bodies, Home Countries Sports Councils and other key partners.

UK Coaching Framework

The blueprint for coaching in the UK that will act as a key reference point in the development of a world leading coaching system that is applicable within sports and Home Countries.

The Framework includes the agreed vision, principles and outcomes, as a blueprint for stakeholders, to deliver fundamental changes in the UK Coaching System towards creating a world-leading coaching system.

UK Coaching System

The generic infrastructure and networks of coaching in the UK that support and deliver the aim of having skilled, active and qualified coaches at all stages of participant development in sport.

UK Coaching Model

A high level representation of the world leading UK Coaching System in terms of:

- key components
- how these are developed sequentially
- their inter-relationships

to ensure that the System works in a coherent and effective manner

Participant Development Model

A clear, comprehensive and inclusive model for the development of sports' participants across the UK

Coach Development Model

A clear, comprehensive and inclusive model for the development of sports' coaches across the UK

Coaching Strategies

An explanation of how the UK Coaching System will be applied adapted and delivered within sports and Home Countries

Coaching System Support Networks

A grouping of agencies within each of the Home Countries that are formally committed to supporting Governing Bodies in the development of world leading coaching systems, using the UK Coaching Framework as a key point of reference

Purpose

The purpose of this strategy is to coordinate the priorities identified through the National Governing Bodies of Sport, provide a picture of the current coaching landscape within South London and identify priorities for delivery over the period August 2010 – March 2012.

It is recognised that there are currently pockets of good practice being delivered locally. The challenge is for those responsible for leading the development of coaching to grow these pockets of good practice into a co-ordinated network that provides effective support for local coaches of all types and levels, and from all sports.

The South London Coaching Group (SLCG) is collectively responsible for the successful development of coaching at a local level, and working in partnership with key local agencies, directed by national and regional policy, will lead, support and develop its coaching infrastructure. The SLCG will use this strategy document to promote coaching to ensure an effective allocation of available resources to support the development of the South London Coaching System Support Network. The strategy will bring together the aspirations of partners and bring a focus to the development of coaching in South London.

This document will provide the high level objectives and priorities required to develop and implement a successful Coaching System Support Network, whilst the delivery mechanisms and resource implications will be clearly detailed in a local coaching action plan, which will be produced on an annual basis for the duration of the time period covered by this strategy. It is envisaged that the identified actions will be completed prior to March 2012.

Strategic Context

The **UK Coaching Framework** provides the blueprint for developing the system that will take coaching in the UK forward towards the goal of being the best in the world by 2016. The Framework will ensure that both the development and delivery of the coaching system is relevant across the whole of the UK, taking into account the policies, strategies and priorities of the devolved administrations and the Home Country Sports Councils.

The **UK Coaching Framework** will be implemented in three main phases. Following the completion of the '*Building the Foundations*' phase the next stages are:

- o *Delivering the Goals (2006-2012 - 7 years)*
- o *Transforming the System (2006- 2016 -11 years)*

Four key resource 'pillars' have been identified to underpin the UK Coaching System:

- 1 Capacity for the deployment and employment of coaches
- 2 Capacity of Governing Bodies of Sport and other relevant organisations to design, deliver and quality assure inclusive coaching and coach education systems on a local, regional, national and UK-wide basis
- 3 Education and CPD of coaches
- 4 Capacity and alignment of the funding, policy and support agencies

As the focus shifts towards front-line coaching and support for coaches, it is proposed that work at UK level, within Governing Bodies and within the emerging Coaching System Support Networks will seek to maximise the four identified resource pillars.

An integral part of the success of the UK Coaching Framework is the development of complementary support networks at a local level. The development of these local Coaching System Support Networks must be managed in response to the requirements of local, regional and national partners. The local Coaching System Support Network must be driven by the needs of the National Governing Bodies and must be flexible enough to support the implementation of sport specific coaching systems at a local level to achieve the overall vision of the UK Coaching Framework. That vision being, to enhance the quality of coaching at all stages, and to provide active, skilled and qualified coaches to meet demand. This is the strategic context within which South London effectively develop and implement an effective and sustainable Coaching System Support Network.

At a local level the Coaching Development Manager has been employed to manage the development of the local coaching system support network within South London and it is his role to understand the relationship between the identified components of the coaching system, as detailed in the UK Coaching Framework, and to ensure that the implementation of these components is contextualised into the local sporting landscape. There is a need to engage strongly with all key partners involved in coaching at a local level to ensure their ownership of the local coaching system support network. It is through this engagement and partnership working that the following strategy has been developed and formally agreed, and through which successful delivery will occur.

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The South London Strategy August 2010- March 2012:

Vision

Create a cohesive, ethical, inclusive and valued coaching system in South London, where more appropriately skilled coaches are available to support children, players and athletes at all stages of their development in sport.

Mission

Support all participants and develop and support the creation of a local Coaching System Support Network in South London that is complementary to the work of National Governing Bodies, consistent with the policies and structures in England and that meets the needs of local partners, coaches, participants and the communities they serve.

Guiding Principles

The success of the SLCG will depend upon effective multi agency working guided by the following principles:

- All work on the four Key resource pillars should be needs lead
- Need should be jointly agreed, with sport specific participant and coach development models providing a core reference point
- Resources and programmes should be aligned to meet the identified need for the period 2009-2013 (Delivering the Goals)
- Common monitoring tools, Key Performance Indicators and compliance processes should be agreed.

The ongoing engagement of key complementary partners at a national, regional and local level should continue as a key focus in the early part of the Delivering the Goals phase of the Framework, based on the principles outlined above, and taking into account the risks outlined below.

Risks

A number of risks have been identified that may inhibit a strong focus on the resource pillars:

- Needs at a local, regional and national level are not collectively understood and therefore not met, coaches are deployed incoherently and inconsistently
- Inconsistent and varied expectations and systems are placed on coaches which vary at local to UK levels
- Training, Continuous Professional Development and support mechanisms are developed in an ad hoc, inconsistent way
- Lack of connectivity, ineffective and inefficient use of resources
- Lack of funding for the post of Coaching Development Manager which at present is only guaranteed until March 2011
- Lack of commitment from partners to deliver the identified actions

Headline Objectives

To achieve our vision for coaching we have the following Headline Objectives:

More coaches -A greater quantity of high quality coaches trained and integrated within the coaching system

Quality coaches – High quality coaches at each stage of the player development pathway with appropriate skills and knowledge along with access to continuous support

Coaching more often -A high quality coaching workforce that provides the coaching hours required in South London in terms of timing and quantity.

To achieve these objectives the SLCG will:

- Support identified National Governing Bodies to implement sport specific coaching systems that allow them to deliver the quality and quantity of coaches required to meet their national objectives
- Educate all key partners around the UK Coaching Framework to ensure a consistency in the understanding of what is meant by effective coaching systems and what they aim to deliver
- Adhere to and embed national standards for coaching delivery
- Establish effective governance and management systems that allow for the effective deployment of available coaching resources
- Provide a local support network that is flexible enough to meet the needs of any level of coach, within any role working at a local level
- Provide a local coaching system support network that enables any coach to reach their full potential

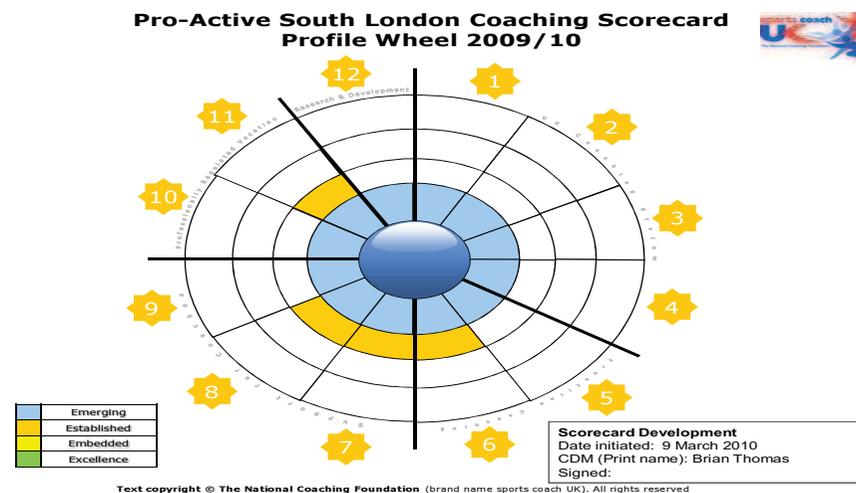
Key Deliverables

In order to achieve our vision for coaching there are a number of key deliverables that must happen:

- Mapping of agencies that have a support role to play in coaching
- Identification of objectives and roles of partners within the Coaching System Support Network
- Application of the UK Coaching Framework to the coaching needs of National Governing Bodies and partners within the local Coaching System Support Networks
- Data Management System
- Core communications on coaching
- Coach employment / deployment and support systems
- Alignment of the programmes of the local Coaching System Support Network with the work of the National Governing Bodies
- Maximising the links between the school and community sectors in coaching
- Leverage of investment and other forms of support for coaches and coaching

Our Approach

In order to produce a strategy to develop an effective coaching system support network we needed to first understand exactly what was in place in South London in relation to the 12 specific action areas outlined in the UK Coaching Framework. As a result a detailed gap analysis was carried out based against these actions. First a Coaching scorecard (see below) was completed on 9 March 2010 and was based on information and evidence available to PRO-ACTIVE South London. See Appendix 1 for the Coaching Scorecard Summary.

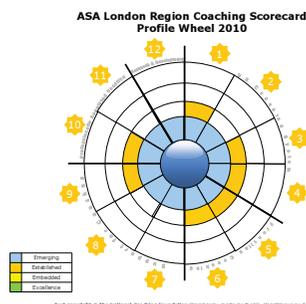


The Gap Analysis was then completed in June 2010 based upon evidence identified by the Coaching Development Manager as a result of discussions with relevant partners and data obtained from partners who had completed questionnaires. The Gap Analysis is detailed at Appendix 2 and the main headline priorities identified were:

- * coach pathways
- * coach manager training
- * coach education and CPD
- * coaching in education
- * minimum standards of deployment

Initial Priorities from National Governing Body Engagement Process

At the time of writing this strategy Swimming was the only National governing body of sport (NGB) the CDM had engaged with formally. The London Coaching Scorecard for Swimming is shown below and the ASA London Region Coaching Plan is located at Appendix 3.



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It is envisaged that formal engagement with at least five other NGBs will take place prior to December 2010 once they are at a stage of understanding their South London coaching system. This will help inform the work of the SLCG.

On a National level NGB engagement has identified the following initial priorities:

- Increase number of effective coaches based on need
- Retention rates of coaches
- Mentoring and development opportunities across sports
- Funding opportunities
- Minimum standards for deployment
- Tutor workforce
- Transition from NGB awards to UKCC

Key Actions

The following table details the actions that have been identified using the specific action areas of the UK Coaching Framework, priorities from the National Engagement Process and an understanding of local need based upon the Gap Analysis work undertaken.

Specific Action 1- UK Coaching Model				
A local understanding of the UK Coaching System and the key principles and components will help define roles and aid co-ordination of key national and regional coaching system stakeholders, Governing Bodies of Sport and the local coaching system support network				
Where will we be by 2012	Outcomes	Year 1 actions	Year 2 actions	Delivery by whom
<p>The South London Coaching Group (SLCG) will be established as the "one stop shop" to address coaching matters within the PRO-ACTIVE South London (PASL) region.</p> <p>Engaging with NGBs and integrating their whole sport plans at a sub regional level to maximise impact.</p>	<p>That all coaches, NGBs, key partners and participants know that the SLCG is the "one stop shop" for coaching support in the PASL region (the region).</p>	1. Agree membership and communication routes for SLCG		1. CDM, SLCG and County Sports Partnership (CSP)
		2. Agree SLCG terms of reference		2. CDM, SLCG and CSP
		3. Promote the role of the Coaching Development Manager (CDM)		3. CDM, SLCG, CSP and Sports Development Officers (SDOs)
		4. Promote the role of the SLCG		4. CDM, SLCG, CSP & SDOs
		5. Quarterly meetings of the SLCG		5. SLCG
		6. CDM and SLCG actively engaging with NGBs wishing to work in the region.		6. CDM, SLCG and CSP
		7. Coaching included within partners' strategies		7. CDM, SLCG, CSP & SDOs

Specific Action 2- Participant Pathways				
The Coaching System Support Network are able to identify the participant opportunities that are available across all areas of the local sporting landscape, based on the principles of participant modelling				
Where will we be by 2012	Outcomes	Year 1 actions	Year 2 actions	Delivery by whom
<p>Engaging with and supporting NGBs who have participant pathways in place.</p> <p>For all clubs and participants in the region to be aware of sporting opportunities to suit respective ability, age and desire of participants</p>	<p>All participants will be able to find sporting opportunities to fit their circumstances.</p>	1. To support NGBs to map their participants		1. CDM, SLCG, CSP & SDOs
		2. To support NGBs implementing participant pathways		2. CDM, SLCG, CSP & SDOs
		3. To support clubs to map their participants and to communicate with them		3. CDM, SLCG, CSP & SDOs
		4. To communicate participant pathways among existing networks		4. CDM, SLCG, CSP & SDOs
		5. To communicate programmes which aid the development of participant pathways such as Sport Unlimited or Play Sport London programmes.		5. CDM, SLCG, CSP & SDOs

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Specific Action 3- Coach Pathway

The Coaching System Support Network are able to identify and apply the principles of coach modelling to ensure the appropriate levels and skill sets of the coaches are used to match to participant needs at a local level. The Coaching System Support Network are able to identify principles and implications of the Governing Body defined coach pathways and work to link effectively with local coach pathways

Where will we be by 2012	Outcomes	Year 1 actions	Year 2 actions	Delivery by whom
For all coaches and key partners involved within coaching to be aware of the 4x4 Coaching Model	<p>All people working within coaching to be aware and actively implement the 4x4 coaching Model in all employment/deployment scenarios.</p> <p>For all coaches to be aware of where they sit within the 4x4 Coaching Model and to be employed or deployed in appropriate coaching environments.</p> <p>For coaches to have a mechanism to communicate issues that arise.</p> <p>For all coaches to access appropriate support, education and CPD to match their level of coaching.</p> <p>For volunteer and leadership programmes to create clear coaching pathways which create opportunities for coaches</p>	1. To identify funding opportunities for coaches		1. CDM, SLCG, CSP & SDOs
		2. To identify NGBs priorities for coach development and to communicate these across existing networks		2. CDM & CSP
		3. To work with partners to develop a comprehensive coach education programme.		3. CDM, CSP & SLCG
		4. To educate coach managers around recruitment, deployment and employment of coaches.		4. CDM, SLCG, CSP & SDOs
		5. To signpost coaches and organisations to appropriate education and CPD opportunities.		5. CDM, CSP & SLCG
		6. To implement a coach database		6. CDM & CSP

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Specific Action 4- Coaching Strategies

All partner strategies set out what must be done to align wider local delivery to sports specific coaching systems as a part of the UK Coaching System

Where will we be by 2012	Outcomes	Year 1 actions	Year 2 actions	Delivery by whom
To have successful implementation of the SLCG Strategy	More qualified appropriately skilled coaches in the region. More employment opportunities for coaches. More participants taking part in sport and receiving high quality coaching.	1. To draft the SLCG Strategy		1. CDM
		2. To agree the SLCG Strategy		2. SLCG
		3. To implement the agreed actions		3. CDM, SLCG, CSP& SDOs
		4. To support NGBs and partners developing their own coaching strategies in alignment with the UK Coaching Framework		4. CDM, SLCG, CSP& SDOs

Specific Action 5 - Active and Qualified Coaches

Recruit, employ/deploy and retain qualified coaches based against identified needs of the sports at a local level, and in relation to national frontline coaching initiatives. Agreements in place to identify who is best placed to ensure appropriate management, deployment and employment of coaches with all identified sports

Where will we be by 2012	Outcomes	Year 1 actions	Year 2 actions	Delivery by whom
<p>To have defined mechanisms which allow for effective high quality coach recruitment throughout the region.</p> <p>Anyone involved in the coaching process can find the correct coach for their needs.</p>	<p>Consistent coach recruitment across the region.</p> <p>More qualified appropriately skilled coaches in the region.</p> <p>More employment opportunities for coaches.</p> <p>More participants taking part in sport and receiving high quality coaching.</p> <p>Coaches receive excellent support and guidance.</p>	1. To implement where possible minimum standards of deployment within the region		1. SLCG
		2. To support and assist key partners with coach workforce planning recruitment, deployment and employment of coaches.,		2. CDM, SSP & SDOs
		3. To signpost employment opportunities to coaches direct via regular communications		3. CDM & SLCG
		4. To identify and support coach managers to ensure a consistent and standardised approach to coach recruitment and deployment.		4. CDM & SLCG
		5. To increase the number of coach managers undergoing appropriate training		5. CDM
		6. To implement a coach database		6. CDM & CSP
		7. To provide support of leaders and volunteers who wish to pursue an involvement with coaching.		7. CSP

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Specific Action 6 - Coaching in Education

Embed education sector coaching development and coaching delivery into the Coaching System Support Network to ensure partnership working is in place supporting the needs of identified sports at a local level. The education sector is a component of the UK Coaching System

Where will we be by 2012	Outcomes	Year 1 actions	Year 2 actions	Delivery by whom
<p>Coaches working within educational settings will be qualified, confident and competent to support teachers/lecturers in their aims.</p> <p>Educational institutions will play an important part in the support network for coaches.</p>	More coaches assimilated into the education system.	1. Identify key institutions within the region		1. CDM, CSP & SLCG
	Working with SSPs, PDMs and FESCOs to embed quality coaching across the sector.	2. Initiate dialogue around collaborative working within the education sector.		2. CDM & SLCG
	Using the skills and expertise of sports professionals in the delivery of workshops.	3. Coordinate the inception, design and delivery of CPD courses throughout the region.		3. SLCG
	Opportunities for bespoke CPD being developed for coaches.	4. Inform the National Skills Academy (NSA) around identified coach training needs.		4. SLCG
	Opportunities to develop specific support programmes for targeted development of coaches.	5. Communicate education and CPD opportunities to coaches and key partners.		5. CDM, CSP, SLCG & SDOs
More engagement with students as a local frontline coaching workforce.				
Use of staff expertise to support mentoring programmes. Students as a local frontline coaching workforce.				
Use of staff expertise to support mentoring programmes.				

Specific Action 7 - Coaching Support and System Delivery				
Support the development and delivery of Governing Body learning support for coaches and coach support workforce at a local and regional level. Providing local funding opportunities to access coach education (UKCC) and needs led CPD programmes. Implementing quality assurance mechanisms. Implementing learning support monitor and evaluation processes. Keeping two-way contact with Governing Bodies				
Where will we be by 2012	Outcomes	Year 1 actions	Year 2 actions	Delivery by whom
<p>Coaches will have access to high quality reasonably priced relevant education, CPD and training.</p> <p>Coach Managers will have access to high quality reasonably priced relevant education, CPD and training.</p> <p>The tutor workforce will be sufficient for the needs of coaches in the region.</p> <p>The tutor workforce will be appropriately upskilled to deliver high quality sessions to coaches.</p> <p>There will be a coach management system in place.</p> <p>Availability of bursary and funding opportunities.</p> <p>Improved support to all level of coaches wherever they are on the 4x4 Coaching Model.</p> <p>Improved accessibility for members of underrepresented groups to become coaches.</p>	<p>Coaches upskilled according to need.</p> <p>Coach managers upskilled.</p> <p>Adequate tutors for the needs of coaches.</p> <p>Highly skilled tutor workforce.</p> <p>Database of skilled coaches</p> <p>More opportunities to up skill coaches</p> <p>More appropriately skilled coaches for the varying participants</p> <p>More coaches from underrepresented groups.</p>	1. Support training needs analysis and personal development planning for coaches.		1. CDM & SLCG
		2. Communicate NSA funding opportunities to appropriate networks		2. CDM & SLCG
		3. Centralise planning of coach education and CPD within the HE/FE sector.		3. CDM & SLCG
		4. Coordinate the inception, design and delivery of CPD courses throughout the region.		4. CDM & SLCG
		5. Inform the National Skills Academy (NSA) around identified coach training needs.		5. SLCG
		6. Coordinate coach manager training throughout the region.		6. CDM
		7. Audit the tutor workforce		7. CDM & SLCG
		8. Liaise with NGBs around courses appropriate for tutors.		8. CDM & SLCG
		9. Set up and manage a coach management system		9. CDM & CSP
		10. Identify funding opportunities for coaches, coach managers and coach tutors.		10. CDM, SLCG, CSP & SDOs
		11. Educate partners around the 4x4 Coaching Model		11. CDM
		12. Support coaches from underrepresented groups to qualify as coaches and to up skill where appropriate		12. CDM, SLCG, CSP & SDOs

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Specific Action 8 - Targeted Development of Coaches

Coaching System Support Network has systems in place to allow for the identification of coaches and provision of learning support programmes for coaches of performance and talent identified athletes across sports populations within the 4x4 model

Where will we be by 2012	Outcomes	Year 1 actions	Year 2 actions	Delivery by whom
A coach management system in place.	A mechanism to identify coaches so targeted interventions can occur	1. Set up and manage a coach management system		1. CDM & CSP
		2. Support targeted coaches around coach education and CPD		2. CDM, SLCG, CSP & SDOs
		3. Support high performance coaching groups		3. CDM, SLCG, CSP & SDOs

Specific Action 9 - Coaching Qualifications and CPD

Support the development and delivery of Governing Body learning support for coaches at a local and regional level. The Coaching System Support Network is accessing funding opportunities for coach education at a local level and is able to tailor programmes according to local need. There is a wide-ranging learning support CPD programme in place offering specialist opportunities for coaches across the 4x4 model

Where will we be by 2012	Outcomes	Year 1 actions	Year 2 actions	Delivery by whom
Coaches at all stages of the 4x4 Coaching Model will be able to access the high quality training and CPD they need	A well trained and qualified workforce for any coaching environment which exists.	1. Set up and manage a coach management system		1. CDM
		2. Mapping of all coach CPD		2. PDM, NSA, CDM, SLCG & CSP
		3. Support training needs analysis and personal development planning for coaches.		3. CDM
		4. Centralise planning of coach education and CPD within the HE/FE sector.		4. CDM & SLCG
		5. Coordinate the inception, design and delivery of CPD courses throughout the region.		5. CDM & SLCG
		6. Support NGBs to develop generic courses for coaches		6. CDM, SLCG & CSP
		7. Communication of coach education and CPD.		7. CDM, SLCG, CSP & SDOs

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Specific Action 10 - Licensing and Registration				
Systems are in place to conduct a robust feasibility study that will identify the steps required to complement or align to the national framework for registration and licensing at a local and regional level				
Where will we be by 2012	Outcomes	Year 1 actions	Year 2 actions	Delivery by whom
For all active coaches to be licensed with their respective NGBs.	All employers and deployers will have confidence in coach qualifications and licenses.	1. Set up and manage a coach management system		1. CDM & CSP
For all active coaches to be identified and recorded on a regional coach management system.	All employers and deployers will be aware of the coaching workforce in the region.			

Specific Action 11 - Profile and Recognition of Coaching				
The Coaching System Support Network is aware of sports campaigns and structures. Communication roles locally and regionally are agreed with sports and the local sporting landscape to ensure the most effective implementation				
Where will we be by 2012	Outcomes	Year 1 actions	Year 2 actions	Delivery by whom
Coaches will feel valued and supported.	More active, skilled and qualified coaches to meet demand.	1. Support the annual PRO-ACTIVE London Awards		1. CDM & CSP
		2. Support coach awards run by local groups		2. CDM & CSP
		3. Produce a Coach newsletter		3. CDM
		4. Communicate funding opportunities to coaches		4. CDM,SLCG,CSP & SDOs

Specific Action 12 - Research and Development				
Embed a research and development methodology into the Coaching System Support Network that will provide evidence based information that can be used locally and to compliment national, regional and sub regional research programmes				
Where will we be by 2012	Outcomes	Year 1 actions	Year 2 actions	Delivery by whom
That the SLCG will identify appropriate research to be used for the benefit of the coaching system in the region.	Embed research and development methodology into the work of the SLCG to improve the coaching system in the region.	1. To encourage the HE/FE sector to undertake research projects on the subject of coaching or related matters.		1. CDM,SLCG,CSP
		2. To assimilate evidence of best practice		2. CDM,SLCG,CSP & SDOs
		3. To utilise the Gap Analysis and Coaching Scorecard as measurements of the impact of coaching in the region.		3. CDM & CSP
		4. Collate Active People Data regarding coaching for distribution		5. CDM & CSP

Measuring Success

Success will be measured by:

- 1 The number of action plans completed by NGBs and coaching providers.
2. The number of active, skilled and qualified coaches registered with the PRO-ACTIVE South London database.
3. The number of coach managers indentified and trained within South London.
5. The number of active, skilled and qualified coaches accessing a varied, innovative and needs led CPD programme.
6. The number of active, skilled and qualified coaches nominated for the PRO-ACTIVE London Awards.

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APPENDIX 1- Coaching Scorecard Summary

1. UK Coaching Model	2. Participant Pathways	3. Coach Pathways	4. Coaching Strategies
<p>EMERGING</p> <p>Reasonable understanding of sub regional needs of bigger sports through NGB tracker. No coaching group as such, established Sports Development Network runs quarterly with themes and coaching has featured previously.</p>	<p>EMERGING</p> <p>No previous active sports data available to support as was not involved in the programme. Schools data available through gifted and talented. Some data is available through NGBs and some has been mapped through previously coach bursary schemes.</p>	<p>EMERGING</p> <p>Unable to begin to look at this area until the development of a database is complete. Sub regional bursary scheme has been developed to meet L2/3 needs and some focus on coaches for young people. This area has been identified as a priority and there is no hard and fast data to support.</p>	<p>EMERGING</p> <p>Previous work undertaken with sub-regional workforce development group of which coaching was identified as a priority area for development. There is a target in place to have a strategy in place by September 2010.</p>
5. Active, Skilled and Qualified Coaches	6. Coaching in Education	7. Coaching Support & Delivery System	8. Targeted Development of Coaches
<p>EMERGING</p> <p>Managing coaching information by asking partners to complete a partner roles audit. Some data is available from some of the larger NGBs and is being collected. Work has previously taken place with NGBs around bursary schemes. Work is underway to map suggested data fields against Active Passport as a solution for data collection.</p>	<p>ESTABLISHED</p> <p>Good links with PDM network through the provision of SSCP solutions and through an emerging FESCO group. Work in Sport Unlimited to join school to community pathways. Coaching was a key area at recent SSCO conference. Colleges and universities are represented on CSPANs. Supporting St Marys University with the NSA consortia bid and to increase coaching opportunities in the local community, specifically looking at employment/deployment of coaches and coach education.</p>	<p>ESTABLISHED</p> <p>Workshop programme has evolved to be needs led through engagement with local authorities and SSPs. Initially based on coaches rather than on coach managers. Coach manager training delivered more recently. Working with PDMs to understand coaches needs and CDM supporting coach managers to complete needs assessments. CMS course recently complete and looking to support the candidates. Local bursary scheme in place to support 60 coaches to up skill.</p>	<p>ESTABLISHED</p> <p>Local coaching bursary scheme focussing on high performing coaches working in a 10-19 environment. Providing support to sports where little or none exists. Coach-ability programme to support L2 coaches, CDM will support this in the sub region. Work with PDMs around provision of SSCP CPD programmes and through supporting children's coaches with the local bursary scheme.</p>
9. Coaching Qualifications & CPD	10. Licensing & Registration	11. Profile & Recognition of Coaches	12. Research & Development

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<p>EMERGING</p> <p>Some bursary schemes in place to support UKCC sports but not driven by the UKCC. St Marys are developing courses to fit UKCC remit which CDM is supporting.</p>	<p>EMERGING</p> <p>Local bursary scheme requires sign up to Active Passport as a condition of funding to improve employability of coaches and provide verification solutions. Currently mapping the Passport to the recommended data fields. Quality standards on website around safeguarding and minimum operating standards.</p>	<p>ESTABLISHED</p> <p>Coaching a priority and is demonstrated through board commitment to the CDM post. Some awards in boroughs and these linked to regional awards. Local bursary scheme developed and CDM in place and operational in the sub region. PASL have the largest coach database in London and use this to communicate to coaches. Considering developing a coaching forum.</p>	<p>EMERGING</p> <p>Research needs have been dependent on NGB. Some research conducted through NSA and London Coach Bursary Schemes. Data will be analysed and used from local bursary scheme. TNAs from PDM and SSCP. Gap analysis will provide a starting point for some of the research.</p>

APPENDIX 2 - PRO-ACTIVE South London Gap Analysis

PRO-ACTIVE SOUTH LONDON GAP ANALYSIS JUNE 2010

Brian Thomas - Coaching Development Manager

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INTRODUCTION

The PRO-ACTIVE SOUTH LONDON Coaching Development Manager commenced post on 1 February 2010. Since this period two main key performance indicators have been imposed by Sport England, namely the completion of a Coaching scorecard and a Gap Analysis of the coaching system in South London. The Coaching scorecard was completed on 9 March 2010 and was based on information and evidence available to PRO-ACTIVE SOUTH LONDON. Whereas the Gap Analysis has been completed based upon evidence identified by the Coaching Development Manager as a result of discussions with relevant partners and data obtained from partners who had completed questionnaires.

The Gap Analysis is a snap shot of the coaching system in South London and will inform the soon to be created South London Coaching Group. The Gap Analysis has been conducted by reference to the 12 specific action areas identified by the UK Coaching Framework. The next major task for the Coaching Development Manager will be the completion of a Coaching Strategy for South London which is due by the end of September 2010. It is anticipated that the South London Coaching Group will decide upon the Coaching Strategy and actively work to implement it.

For ease of reference the Gap Analysis is RAG rated with red as emerging, amber as established and green as embedded.

<p>1. The UK Coaching Model</p>	<p>At present there is no specific group dealing with coaching matters across the PRO-ACTIVE South London region (PASL). There is an established sports development and school sports partnership (SSP) network across the region in addition to local borough Community sport & physical activity networks (CSPANs) which meet on at least a quarterly basis and which deal with coaching issues as the need arises.</p> <p>The newly appointed Coaching Development Manager (CDM) is actively seeking to set up a South London Coaching Group (SLCG) with a remit to identify coaching need and to implement measures and mechanisms to address the identified need. The SLCG will comprise partners who share a common interest in improving coaching in south London guided by the UK Coaching Framework (the Framework). It is intended that the SLCG will first meet in July 2010.</p>
<p>2. Participant pathways</p>	<p>It is very evident that the larger National governing bodies of sport (NGBs) have very defined participant pathways and within their whole sport plans (WSP) define clearly their respective strategies in terms of coaching and workforce planning. However the picture is very different for some of the smaller NGBs and as such there is a clear lack of information in the region regarding participant pathways and coaching workforce requirements across all 46 sports. The inception of the SLCG will allow dissemination of NGB information across the region which will assist the workforce planning function to meet the requirements of participants.</p> <p>Sport Unlimited (SU) and Play Sport London (PSL) programmes aid the development of participant pathways by encouraging increased participation in sport and linking participants to clubs. Those clubs associated with NGBs with identified participant pathways are currently able to educate participants about available pathways. Work has started in this area and meetings held with strategic partners. Clearly much more work is needed in this area.</p>

3. Coach pathways

There is much anecdotal evidence to suggest coach pathways are partially blocked in the region. Some of the main issues are:

- a) lack of funding with the result that coaches are always looking for other work to supplement their income. This often leads to a perception of coaches being disloyal and mercenary when in fact the reality is that coaches are merely trying to earn a living.
- b) there is still a perception that coaches should be volunteers. Therefore when some paid coaches are employed by coach managers who hold this view there can be a tension present which does not facilitate harmonious working
- c) conflicting priorities. Eg NGBs may have a focus on adult participation coaches whereas SSPs want child participation coaches
- d) lack of suitable coach managers
- e) lack of suitably qualified coaches. Many organisations have complained about the lack of suitable coaches at peak time. In addition many schools claim too many of the coaches are too young and do not possess the sufficient experience required.
- f) need for a coach database. There is considerable demand for a central coach database in the region to assist with employment/deployment of coaches and coach CPD and education.
- g) lack of human resource (HR) expertise. Coach managers struggle with HR issues often as a result of lack of training.

4. Coaching strategies

The five PRO-ACTIVE Partnerships and SkillsActive lead officers committed to establishing a Workforce Development Strategy group to lead workforce relevant strategy for London in the hope of creating an efficient joined up approach. The PASL Workforce Development Sub Group was created to address South London issues. The intention was to set the workforce development priorities for South London Sport and Physical Activity for the period of 2010-2011. It focussed on key partners such as Skills Active, Sport England, local training providers, potential beneficiaries of training and development in the public, private and voluntary sectors. Even though this work only ever progressed to a draft document PASL developed the strategy based on 6 core themes that reflected the broad sport and physical activity workforce;

- Coaching
- Officials and Supervisors
- Club Administration
- Leadership and Management
- Tutors and Assessors
- Employability & Non-Sports Specific Skills

The emerging coaching themes were:

Many Coach Managers lack support/skills in managing their paid and unpaid coaches (particularly within voluntary organisations). This is mostly, but not exclusively, related to establishing how many coaches were needed year on year; at what level and the best solutions for deployment of coaches in the right areas.

Many coach managers lack the skills required to identify what quality coaching is when observing their coaches in action. Many assume they are seeing a good activity session, but few have the knowledge to be able to assess what learning and development is actually taking place and therefore what impact coaches are having on young people's development.

There also needs to be more development programmes for senior managers and administrators, to understand some of the issues that voluntary/community sector clubs and organisations were facing.

Many clubs and voluntary/community organisations find it hard to manage coaches & volunteers with regard to the human resources (HR) issues.

The management of the community sports coach scheme suggested that many managers did not understand the role of the coach. Many organisations thought the role of a coach was to market the course as the primary objective with the coaching programme being the secondary objective.

Many volunteers find the level of duplication for some generic training and development hinders their ability with regard to their already limited time. There is a need for greater cohesion between NGB and other funding and training bodies to prevent volunteers having to attend courses that are repetitive and do not add value or provide any new information.

Many coaches require wider skills development in addition to NGB technical qualifications. For example there is much anecdotal evidence which suggests a need for coaches to have “soft skills” to deal with the varied and challenging environments coaches can often find themselves in.

Finally, there needs to be more emphasis on 'in situ' learning and development because far too many coaches are certificate collecting. Development programmes centered on peer mentoring, best practice sharing, role sharing/job exchanges should be developed.

There is a target to have a SLCG coaching strategy in place by September 2010.

5. Active, skilled and qualified coaches

At present the system of recruitment of coaches is sporadic ranging from word of mouth recommendations, Frontline coaching initiatives, private providers selling their services and coaches responding to advertisements. Across the region the most common identified need relates to the inability to recruit and retain high quality coaches who have the relevant skills to coach in the various coaching environments.

A central PASL database of coaches would go some way to addressing this issue but this is dependent on a decision by Sport England (SE) which is expected imminently. If SE provide funding for a coach database this will allow PASL to administer a system that allows partners to match local suitably qualified coaches to specific opportunities within the region.

In the absence of SEs decision PASL have decided to utilise the Skills Active active passport scheme (active passport) as a means of collating coach data and at the same time giving the coaches subscribed to the scheme the ability to have a verifiable online CV to assist with their future employment prospects. PASL are also promoting the Mayor's Skills Fund opportunities in the region.

In addition PASL are making available to relevant partners (including NGBs) details of coaches in receipt of PASL bursary funding. This is a two way process as it provides partners with up to date information on recently up skilled coaches whilst at the same time increasing work opportunities for coaches.

Within the SSPs there is evidence that training needs are being collated direct from coaches but this is not evident from consulting with other partners in the region. This is an area that will be one of the priorities for the SLCG to consider.

PASL is gathering information from partners who have completed partner roles audits and this data will help inform the SLCG about the current practice of coach recruitment, employment and deployment. Another area of uncertainty in the region is around Minimum standards for deployment (MSD) particularly in school coaching environments. The ultimate responsibility for safeguarding lies with the head teacher of any school. If SSPs agree MSD this could potentially be overridden by the head teacher. The effect of this does not lead to a joined up approach to solving the coaching problem and is another important area that will need to be addressed by the SLCG.

6. Coaching in education

PASL have established links with the Higher Education (HE) and Further Education (FE) sector in the region. PASL recently supported St Mary's with the National Skills Academy (NSA) consortia bid. The CDM has made progress with both Croydon and Kingston Colleges and collaborative working is taking place on various projects.

The FE/HE sector are represented on all the region's CSPANs and take proactive part in the decision making process.

The CDM is developing links with the Partnership Development Manager (PDM) network offering support with employment/deployment of coaches and coach education and CPD.

The PDM coaching lead will also sit on the SLCG and will be in a position influence the School Sport Coaching Programme (SSCP) around the needs of the region. Likewise the CDM has offered support to PDMs in completion of their School Sport Coaching Development Plan 2010/2011.

There is currently a significant gap in the provision of sports related courses by the HE/FE sector in the region and it is hoped the SLCG will address this to align south London with the other London PRO-ACTIVES who are hosted by the HE/FE sector and provide sports related courses.

7. Coaching system and support delivery

PASL until recently had a coordinated workshop programme which was administered by Partnership Services on behalf of the London PRO-ACTIVES. All courses and workshops are advertised on the PASL website but the uploading of course information is down to the course organiser. This clearly is not an ideal scenario. PASL in consultation with partners identify coach education and CPD requirements. The CDM is currently working with PDMs to support them in pooling resources to offer needs led coaching courses to coaches across SSP boundaries where appropriate to avoid duplication and waste.

It is apparent there is some frustration around the lack of appropriately skilled coaches to cope with the different coaching environments. There appears to be a need for coaches who possess relevant inter personal skills in addition to technical coaching knowledge particularly for participants from the hard to reach groups.

PASLs recent coaching bursary scheme provided 100% funding for 60 coaches to up skill to either level 2 or 3 coaching qualifications. Over 150 coaches enquired about the bursary scheme and these coaches form the basis of the CDMs coach database. Whenever funding opportunities arise the CDM communicates directly with all coaches on his database and has also invited these coaches to raise any coaching issues direct to him.

Coach managers have access to specific courses targeted to coach managers i.e. Recruitment of fit for purpose coaches and Performance managing coaches. Further the recent Certificate in Mentoring in Sport (CMS) programme run in London has left a legacy of qualified mentors. To date no attempt has been made to utilise this resource.

8. Targeted development of coaches

The PASL coaching bursary scheme provided bursaries to existing level 1 coaches seeking to up skill to level 2 or 3. As the bursary funding was a consequence of a SU under spend the qualifying criteria was that coaches had to provide voluntary coaching to 10-19 year olds. In addition rather than encourage more level 1 coaches PASL took the decision to up skill already qualified coaches coaching young people to fall in line with the Framework's focus of supporting childrens coaching. There are now, or shortly will be, approximately 60 more qualified childrens coaches available to work within the region.

Many partners within the region have expressed concern at not being able to attract appropriately skilled coaches for varying coaching environments. As a consequence the CDM currently communicates directly with partners looking for coaches in order to broker introductions. This has been particularly successful with SSP partners and in one case an NGB has been put in contact with a level 2 coach who it previously had no knowledge of.

PASL are also currently working with Interactive to ensure relevant support is provided to disabled coaches and disabled participants. This work continues as an extension to the Coach-Ability scheme.

PASL also ensure that all new course information relating to children, high performance or disability is communicated to its network in addition to being publicised on its website. More specifically the CDM informs PDMs around the provision of SSCP CPD programmes and signposts them to relevant training providers.

9. Coaching qualifications and CPD

At present there is no organised provision of coach education and CPD operated directly by the HE/FE sector across all six boroughs in the region. This could be due to the fact that PASL is not hosted by a HE/FE institution unlike the other London Pro-Actives. However Richmond and Kingston Colleges have worked collaboratively to develop a comprehensive programme of courses that meet the needs of individuals and coaches in the local area.

PASL are currently supporting the HE/FE sector with their plans around coach education and CPD and there are imminent plans within the sector to develop courses to fit UKCC remit. The CDM has initiated dialogue with this sector for it to consider a model which would plan coach education and CPD across the region strategically similar to the model used by Pro-Active North London.

The CDM is currently working with a FE college undertaking a Recruit Into Coaching Youth Sport Trust Pilot. Support is being provided by the CDM working closely with the college to determine the application criteria together with the offer of funded active passports for the students included in the Pilot.

The HE/FE sector has also expressed support for the soon to be created SLCG which will further develop the existing links.

10. Licensing and registration

PASL have been maintaining a specific coach database since the CDM started in post in February 2010. With the PASL coach bursary scheme all successful recipients have had an active passport funded for them.

It is clear from partners that there is a collective wish for a regional database of coaches to assist with deployment/employment, education/CPD and communication issues. Whilst no decision has been made to date by SE around funding a national database it is clear that partners are not willing to invest in data collection systems which will greatly assist the coaching system if SE will ultimately fund it. Until a decision is made by SE there will continue to be uncertainty which will foster an acceptance of the current situation.

In the absence of a national database the CDM is championing the active passport in the region. At present there is no widely used licensing scheme across the region although Richmond does operate a Coach & Volunteer registration scheme for approximately 120 coaches which was set up but not currently utilised.

There is some anecdotal evidence direct from coaches that some may be registered with their NGB but no significant data is currently available to evidence this.

11. Profiling and recognition of coaches

The CDM has recently started to communicate directly with all coaches registered on the PASL database. This takes the form of emails notifying them of funding opportunities and the offer for them to raise issues or concerns regarding coaching or coaching related issues direct to him. It is planned that from September 2010 a pan London newsletter will be distributed to all registered coaches in London which will contain a section for sub regional issues. It is hoped this sub regional section will provide a platform for PASL coaches and coach providers to raise issues and their profile.

Each year Pro-Active London organises an awards night which recognises the work of coaches within the London Region. PASL is also aware of a local group who hold an annual awards dinner to celebrate coaching in netball and it is hoped that support of these awards in future may act as a catalyst for other partners to hold such events. PASL are aware that some boroughs within the region award coaches and these are sometimes linked to regional awards.

In addition all PASL bursary coaches have been funded to enable them to subscribe to an active passport. This will assist with their profiling and increase their future employment prospects.

12. Research and development

There is evidence that the SSPs are using TNAs to determine the training needs of their coaches. To date there is no evidence of personal development planning (PDP) across the region and this is an area where the SLCG will have an impact in educating key relevant partners.

Some recent research was conducted through the National Skills Academy (NSA) around coaching need and this supported the evidence obtained from the PASL Coaching Bursary which showed that football and gymnastics were the most popular sports for coaches to be up skilled in. This bursary data is a starting point for research into coaching for the region.

The CDM has also carried out partner roles audits with partners to elicit credible data around the region's coaching workforce. This work would be enhanced with the adoption of a coach database to map coaches against workforce requirements.

There is no evidence of coaching specific research in the region at present. It is hoped the establishment of the SLCG will identify appropriate research to be used to the benefit of the coaching system in South London.

There was WFD research carried out in 2006 including Coaching Needs Analysis and there has been further research carried out by the London NSA and Skills Active that is relevant. Further research has been carried out via the NSA Regional Operating Group (ROG) and the Community Touchstone Group to further ascertain coaching needs across the sector and to inform the Skills Theme of the Mayor's Fund for London.

APPENDIX

PRO-ACTIVE SOUTH LONDON COACHING SCORECARD

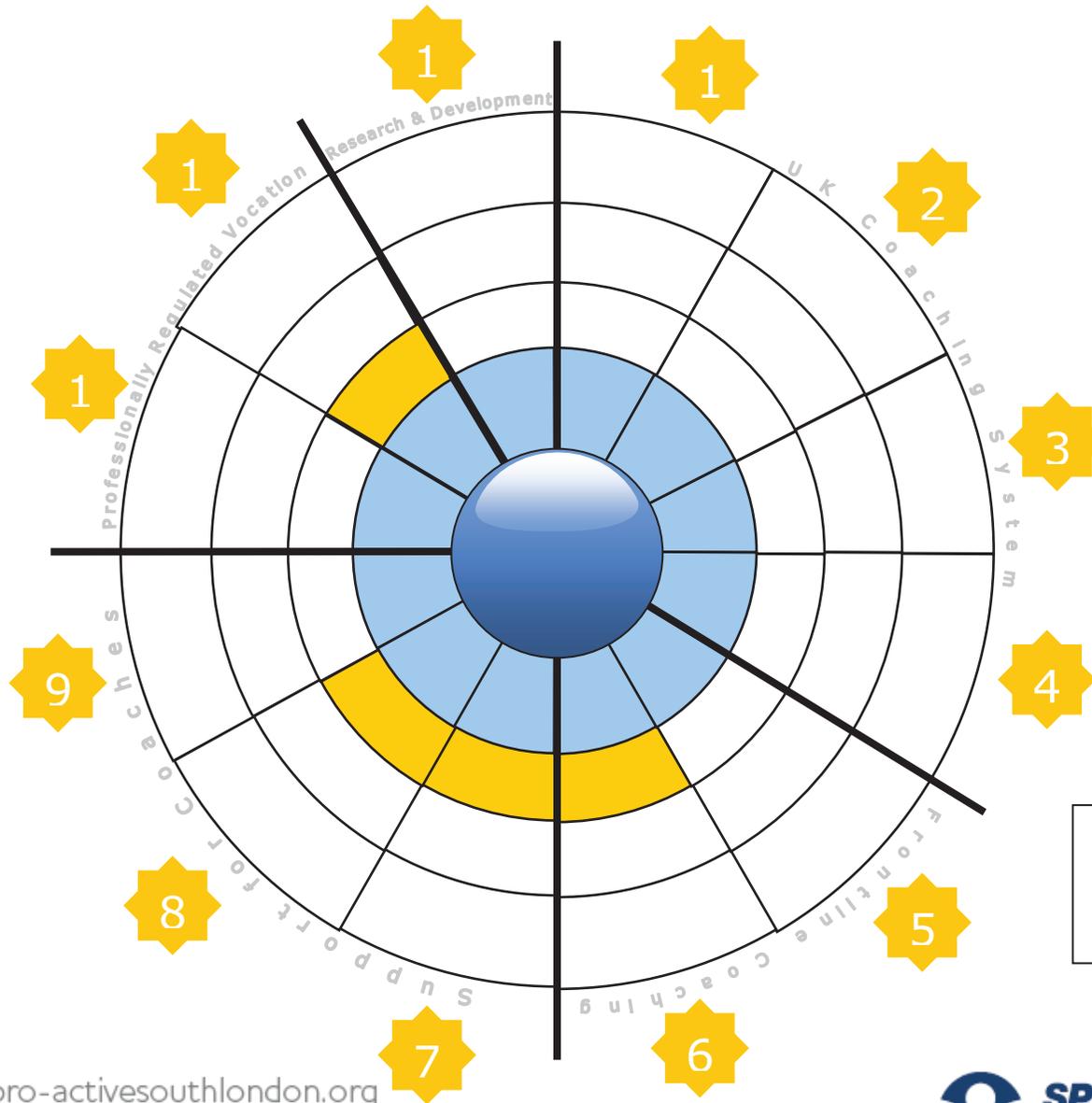
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PRO-ACTIVE South London Coaching Scorecard Profile Wheel 2009/10



Emerging
Established
Embedded
Excellence

Scorecard Development
 Date initiated: 9 March 2010
 CDM (Print name): Brian Thomas
 Signed:

www.pro-activesouthlondon.org
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1. UK Coaching Model	2. Participant Pathways	3. Coach Pathways	4. Coaching Strategies
<p>EMERGING Reasonable understanding of sub regional needs of bigger sports through NGB tracker. No coaching group as such, established Sports Development Network runs quarterly with themes and coaching has featured previously.</p>	<p>EMERGING No previous active sports data available to support as was not involved in the programme. Schools data available through gifted and talented. Some data is available through NGBs and some has been mapped through previously coach bursary schemes.</p>	<p>EMERGING Unable to begin to look at this area until the development of a database is complete. Sub regional bursary scheme has been developed to meet L2/3 needs and some focus on coaches for young people. This area has been identified as a priority and there is no hard and fast data to support.</p>	<p>EMERGING Previous work undertaken with sub-regional workforce development group of which coaching was identified as a priority area for development. There is a target in place to have a strategy in place by September 2010.</p>
5. Active, Skilled and Qualified Coaches	6. Coaching in Education	7. Coaching Support & Delivery System	8. Targeted Development of Coaches
<p>EMERGING Managing coaching information by asking partners to complete a partner roles audit. Some data is available from some of the larger NGBs and is being collected. Work has previously taken place with NGBs around bursary schemes. Work is underway to map suggested data fields against Active Passport as a solution for data collection.</p>	<p>ESTABLISHED Good links with PDM network through the provision of SSCP solutions and through an emerging FESCO group. Work in Sport Unlimited to join school to community pathways. Coaching was a key area at recent SSCO conference. Colleges and universities are represented on CSPANs. Supporting St Marys University with the NSA consortia bid and to increase coaching opportunities in the local community, specifically looking at employment/deployment of coaches and coach education.</p>	<p>ESTABLISHED Workshop programme has evolved to be needs led through engagement with local authorities and SSPs. Initially based on coaches rather than on coach managers. Coach manager training delivered more recently. Working with PDMs to understand coaches needs and CDM supporting coach managers to complete needs assessments. CMS course recently complete and looking to support the candidates. Local bursary scheme in place to support 60 coaches to up skill.</p>	<p>ESTABLISHED Local coaching bursary scheme focussing on high performing coaches working in a 10-19 environment. Providing support to sports where little or none exists. Coach-ability programme to support L2 coaches, CDM will support this in the sub region. Work with PDMs around provision of SSCP CPD programmes and through supporting children's coaches with the local bursary scheme.</p>
9. Coaching Qualifications & CPD	10. Licensing & Registration	11. Profile & Recognition of Coaches	12. Research & Development
<p>EMERGING Some bursary schemes in place to support UKCC sports but not driven by the UKCC. St Marys are developing courses to fit UKCC remit which CDM is supporting.</p>	<p>EMERGING Local bursary scheme requires sign up to Active Passport as a condition of funding to improve employability of coaches and provide verification solutions. Currently mapping the Passport to the recommended data fields. Quality standards on website around safeguarding and minimum operating standards.</p>	<p>ESTABLISHED Coaching a priority and is demonstrated through board commitment to the CDM post. Some awards in boroughs and these linked to regional awards. Local bursary scheme developed and CDM in place and operational in the sub region. PASL have the largest coach database in London and use this to communicate to coaches. Considering developing a coaching forum.</p>	<p>EMERGING Research needs have been dependent on NGB. Some research conducted through NSA and London Coach Bursary Schemes. Data will be analysed and used from local bursary scheme. TNAs from PDM and SSCP. Gap analysis will provide a starting point for some of the research.</p>



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APPENDIX 3- ASA London Coaching Plan

London CSSN¹ and ASA Development Plan 2010/11

Sport	Action area	Swimming Officer	Coaching Network Manager	Coaching Development Managers	Date of Review
Swimming	CSSN	Sarah Beevers	Steven Bentall	Tom Craggs (Central) Laura Pierce (East) Ben Boatman (North) Brian Thomas (South) Ricky Pattenden (West)	Feb 2011

Statement of Current Situation

- Coach education courses and toolkit to be hosted on ASA website that can be supported and promoted by the CDM network
- Tutors an issue in London – there are 25 tutors currently going through the system
- Swimming workforce isn't very diverse and does not reflect the demographic breakdown of the region
- Working with employers to bring teachers onto full time contracts
- Kellogg's supporting a project to develop swimming champions that will raise the profile of swimming in the wider community
- Keen to develop cross sport mentoring/buddying at high performance (elite) level
- Promoting regional coaching forums through working with identified leaders within the swimming system
- Working with HEIs to embed swimming aquatics into the student workforce
- Teachers are lacking support and need some incentive to become part of the system
- Raising awareness on gaining UKCC recognised awards
- Access to coaches databases a priority in terms of communicating to the swimming workforce

CSSN Delivery Plan 2010/11

The role of the CSSN is to support the implementation of governing body coaching systems at a local level to meet the needs of coaches. Essentially the CSSN is about adding value to the governing bodies around coaching, identifying and filling the gaps where the governing body resources do not reach. The CSSN will bring local partners involved in coaching together quickly and consistently to support the coaching needs of governing bodies, for the benefit of local coaches.

This Development Plan meets two of the key milestones from the Delivery Plan

9.7.1 Local action plans established with up to 6 identified national governing bodies

9.7.2 Baseline audit on number of active coaches within up to 6 identified national governing bodies completed²

¹ London CSSN refers to the collaboration of the five Pro-Active Partnership Coaching Development Managers and sports coach UK Coaching Network Manager

² This milestone will require data from the ASA on the number of active coaches within London and each of the sub-regions

Action Plan

A Broad Objective	B Detail	C Agreed actions	D Milestones	E Planned Completion Date	F Lead	G Links to Delivery Plan
Providing opportunities for ASA High Performance / Elite Coaches through existing Networks	London CDMs are in the process of developing a high performance network as part of the CSSN. This network will form the basis of the offer to ASA High Performance / Elite coaches to engage, network and potentially buddy with other coaches to improve swimming.	<ul style="list-style-type: none"> CDMs to provide opportunities for ASA coaches to engage CDMs to consider any local links with High Performance / Elite coaches from other sports and potentially signpost these to swimming coaches Where necessary, links to other sports High Performance / Elite coaches will be the remit of the sports coach UK CNM 	ASA coaches invited to Network Local links with other coaches made Wider High Performance Network established	April 2011 March 2012 March 2012	RP/TC CDMs CNM	9.1.1 9.1.3 9.6.6
Supporting the development of ASA Regional Coaching Forums	Linking to the wider CSSN developments in London, CDMs to consider best mechanism to support the delivery and content of ASA county coaching forums and to provide sub-regional strategic coaching knowledge	<ul style="list-style-type: none"> CDM to support ASA county coaching forums either through attendance or by developing link with the County Swimming Coordinator CDMs to provide access for swimming coaches to wider coaching community CDMs to offer support services to swimming coaches (e.g. Mayors Legacy Fund or other bursary opportunities) 	5 county coaching forums supported Swimming coaches on CSP database Number of swimming coaches accessing funding opportunities	Dec 2010 March 2011 Annually March 2011 / March 2012	LP CDMs CDMs / CNM	9.1.1 9.1.3 9.1.6 9.3.4 9.6.5 9.6.6
Working with HEIs	Supporting the development of aquatics tutors through linking with PGSE and Bed programmes in HEIs	<ul style="list-style-type: none"> Pilot projects to be scoped within Brunel and LSBU Swimming coaching courses running at HEI through NSA accredited provider network (Middlesex & LSBU) 	Pilot project feasibility study Number of courses offered through NSA (linked to Mayor's Legacy Fund)	Dec 2010 Annually March 2011 / March 2012	RP/TC TC/BB	9.6.2 9.6.3 9.6.4
Communication	Promotion and signposting to ASA UKCC and CPD courses through the ASA website	<ul style="list-style-type: none"> Promotion of ASA courses and toolkit through Coaching Newsletter and Pro-Active London website Swimming coaches on CSP website referred to ASA 	ASA courses active in Coaching Newsletter Number of swimming coaches referred	Dec 2010 Annually March 2011 / March 2012	BT CDMs	9.1.6 9.7.1

Raising awareness of the ASA and key services that are available	Working with ASA to increase the number of licensed coaches/teachers	<ul style="list-style-type: none"> Promote the benefits of licensing to swimming coaches in London 	% increase in workforce licensed ³	March 2012	CDMs	9.2.2 9.4.2 9.4.5
	Engaging swimming teachers in the network through an increase in access and attendance of teachers on ASA CPD programmes	<ul style="list-style-type: none"> Promotion of CPD opportunities to known swimming teachers through private provider networks Provision of networking opportunities for swimming teachers 	Promotion of CPD available through Mayor's Legacy Fund sent to known swimming teachers	Quarterly from Sept 2010	CDMs	
	Working with CSSN to increase awareness of and the benefits of the UKCC qualifications	<ul style="list-style-type: none"> Promotion of swimming's coach pathway and qualification structure within 	Information available to potential swimming coaches on request ⁴	From Dec 2010	ASA CSO	

CDM Delivery Plan

Reference	Detail
9.1.1	Local Coaching Development Groups established with agreed Terms of Reference
9.1.3	Education of identified key partners around the CSSN concept completed
9.1.6	Quarterly coaching communication distributed to 200 active coaches
9.2.2	Effective recruitment models developed and implemented to actively recruit coaches into locally identified deployment opportunities
9.3.4	Partnerships established with governing bodies to provide innovative solutions to reduce the cost of coach education courses in response to identified need
9.4.2	Effective employment processes developed for use across a range of identified coach employers
9.4.5	Coach Regulation Scheme implemented across a range of identified local environments based on national recommendations
9.6.2	Generic Tutor mapping exercise completed
9.6.3	Feedback on gaps and issues with generic tutor workforce provided to national providers
9.6.4	Quality Assurance Mechanisms established and implemented for identified training providers
9.6.5	Access to local funding opportunities provided to active coaches
9.6.6	Locally appropriate annual, needs led CPD programme developed
9.7.1	Local action plans established with up to 6 identified national governing bodies

Signed by Swimming Officer		Signed by Coaching Network Manager	
Date		Date	

³ This target still needs to be defined in terms of how an increase in licenses due to CDM intervention is measured

⁴ This milestone will require data from the ASA on the number of active coaches within London and each of the sub-regions