



Herts Sports Partnership

Workforce Development Plan

April 2007 – March 2010

“Working together to co-ordinate and promote healthier lifestyles and a quality Sporting infrastructure allowing everyone to get involved, stay involved and reach their full potential in their chosen sport or physical activity”

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Section 1 – Context

1.1 Background

The Herts Sports Partnership is the County Sports Partnership (CSP) for Hertfordshire.

A CSP can be defined as

*“A partnership of key agencies committed to providing a high quality, delivery system for people to benefit from sport”
(Sport England CSP acceleration team, 2005)*

The Herts Sports Partnership has been in operation since its inaugural meeting in December 2003 when it merged with the Hertfordshire Active Sports Partnership. It has an open membership which includes individuals, clubs, county governing bodies of sport, health, education, school sports partnerships, local authorities, businesses, Hertfordshire County Council, leisure operators and many others.

The Herts Sports Partnership (HSP) seeks to contribute to increasing participation in, and widening access to, sport and physical activity and the achievement of sporting success. It has a small core team of professional staff whose key role is to deliver the key objectives of the partnership, which include:

- To act as a ‘voice’ for and raise the profile of sport in and beyond the county
- To attract inward investment into sport in Hertfordshire
- To promote the unique contribution sport can play in wider initiatives such as health, education, regeneration and community cohesion
- To help increase participation in sport and active recreation and make Hertfordshire a more successful sporting country
- To create more opportunities for people in Hertfordshire to start in sport, stay in sport and succeed in sport
- To build quality and capacity into the professional and volunteer workforce

HSP is involved in workforce development in two ways:

1. Nationally, County Sports Partnerships have been tasked by Sport England to complete a Workforce Development Plan (WDP) for sport and physical activity in their county by March 31st 2007.

2. The European Social Fund (ESF) 'On Your Marks' project, which is being co-ordinated by the Association of Colleges in the Eastern Region (ACER), aims to upskill the workforce in the Eastern Region in preparation for the 2012 Olympics. HSP is 'managing and co-coordinating' this project with North Herts College, which is the CoVE (Centre for Vocational Excellence) College for sport in Hertfordshire. The project runs from 2006 until 2008.

1.2 What is a Workforce Development Plan?

One of the most important factors that every sporting organisation counts upon is the quality and effectiveness of its staff. Whether the organisation is a large commercial facility operator or a small voluntary sports club, the people are what make it work.

The term Workforce, in this document, includes all the individuals (both paid and unpaid, i.e. volunteers) involved in delivering the activities of an organisation. Workforce Development includes all the education, training and development for paid and unpaid staff and means developing skills in the workplace to ensure that all staff have the relevant skills, are competent and are able to complete their work.

A Workforce Development Plan is a plan for an organisation or sector that identifies where it is in terms of developing the skills of its workforce, where it wants to go and how it intends to get there. This will involve recognising the current competencies of the workforce and any skills gaps or shortages that need to be addressed.





This Workforce Development Plan (WDP), while being coordinated by HSP, is being written to upskill the sport and physical activity sector as a whole in the county.

1.3 The vision for Workforce Development in Hertfordshire

The vision for workforce development in the period April 2007–March 2010:

'Developing the skills, capacity and qualifications of the people and organisations who support sport and physical activity in Hertfordshire'

This will be achieved through:

-  Building the capacity of the employed workforce
-  Upskilling the employed workforce
-  Building the capacity of the volunteer workforce
-  Upskilling the volunteer workforce

In all four areas the principles of equality, diversity and legacy will be incorporated.

The key to the success of this vision is the development of effective partnerships between key organisations involved in sport and physical activity in Hertfordshire.

This WDP is for the period April 2007–March 2010. However, in Section two (2.1) is a one year costed action plan (CAP) for the period April 2007–March 2008. This action plan is presented in some detail in order to provide valuable information to enable the submission of a Community Investment Fund (CIF) bid to be made to Sport England to enable this plan to be implemented.

Further costed action plans for the periods April 2008–March 2009 and April 2009–March 2010 will follow at the end of March 2008 and March 2009 respectively.

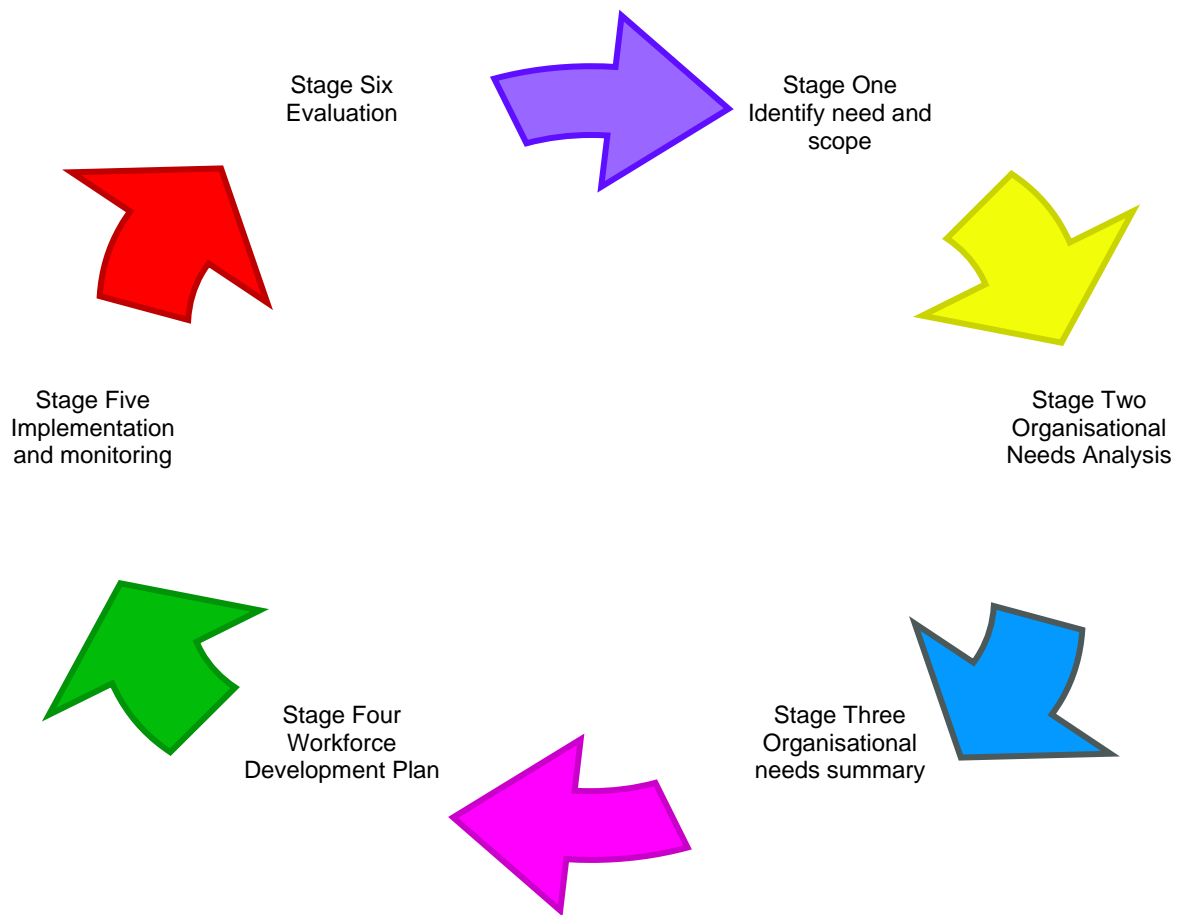
1.4 The process and scope of the plan

1.4.1 Process

The process used to develop this WDP was the Skills Active Workforce Development planning process.

Skills Active is the Sector Skills Council for Active Leisure and Learning. Its development was part of the Government's White Paper Skills Strategy '21st Century Skills – Realising Our Potential'. Its aim is to develop a Sector Skills Agreement by engaging with employers, employees and training providers. This will indicate the state of the sport and recreation workforce in terms of current skills levels and will also point to the future needs of the workforce in terms of training, support and development.

The recommended Skills Active workforce development planning process that was followed in the production of this WDP is as follows:



1.4.2 Scope

At stage one of the above planning process it was recognised that the scope of the sport and physical activity workforce in Hertfordshire is very diverse. It was therefore decided that to make the implementation of the plan more manageable the workforce would be split in to two sections:

Section One – Employed workforce

Section Two – Volunteer workforce (i.e. non paid)

1.4.3 Consultation

This plan has been influenced by a number of research papers and documents, including:

- ✚ Sport England East Regional Strategy
- ✚ Skills Active East of England Sector Skills Agreement Regional Plan and Action Plan 2006
- ✚ Leitch Review of Skills – ‘Prosperity for all in the global economy – world class skills’ (December 2006)
- ✚ East of England Development Agency ‘Economic Impact Study of the London 2012 Olympic and Paralympic Games’
- ✚ The Hertfordshire Council for Voluntary Youth Services ‘Survey of the Infrastructure Needs of Voluntary Youth Groups in Hertfordshire’ (July 2006)
- ✚ The Active People Survey (January 2007)
- ✚ PE, School Sport and Clubs Links National Strategy
- ✚ The UK Coaching Framework: A 3-7-11 Action Plan
- ✚ A Physical Activity Strategy Framework for East England (2006)
- ✚ The London 2012 Olympic Games and Paralympic Games ‘Volunteering Strategy’ (2007)

In addition, primary research was also carried out as part of the ESF project ‘On Your Marks’. This primary research was carried out in the form of a number of Organisational Needs Analysis (ONA). An ONA is where an organisation’s training needs are identified and detailed on an appropriate form. In order to gain funding from ESF for the ‘On Your Marks’ project, the appropriate ONAs had to be undertaken and signed by the organisation(s). All ONAs were therefore carried out in person due to the complex nature of the forms.

A total of twenty-seven ONAs were carried out across organisations in Hertfordshire between November 2006 and March 2007 (see Appendix Two). In addition to this a number of other consultations were held with other organisations to gain further information on skills needs within Hertfordshire. Figure One below shows the geographic location of some of the organisations that were consulted for this Plan.

Sport ONA demographic spread

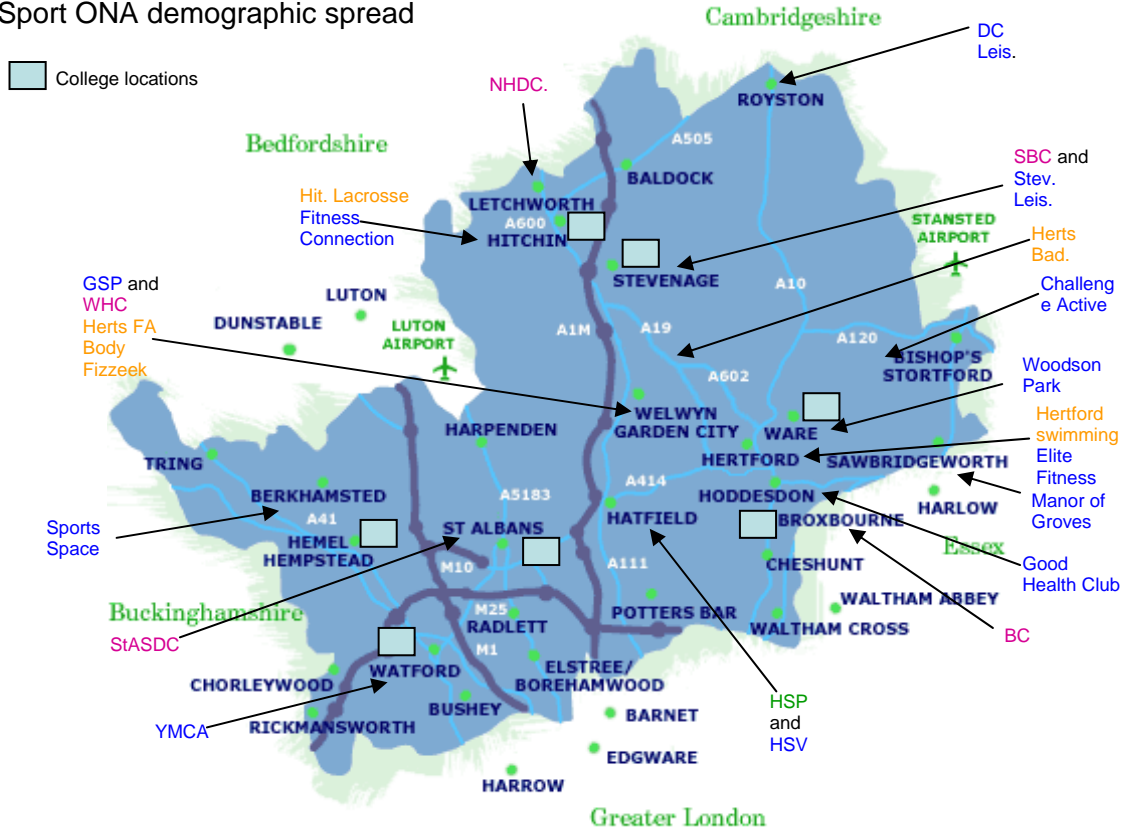


Figure One - geographic location of organisations consulted

A number of other key partners were also consulted, including:

- National Governing Bodies
- Skills Active
- sports coach UK
- Local authority Sports Development Departments
- Further Education Colleges
- Sports Clubs
- Facility operators (private, public and voluntary)

Appendix Two gives a more detailed list of who was consulted about this WDP and when.

In addition to the consultations mentioned so far, CSPs and NGBs in the East Region came together on 5th December 2006 to discuss and identify workforce development needs and priorities.

Of the thirty-one NGBs invited, seventeen attended. Follow-up meetings or contact have been made with a number of these NGBs since (see Appendix Two for more details). Information on workforce development was also subsequently received from England Netball, the Football Association and Rugby Football Union for Women who could not attend the event on 5th December.

These NGBs generally identified that their priorities for workforce development are:

- Coach recruitment and development
- Officials/Umpires recruitment and development
- Volunteer recruitment and development
- Club development

1.4.4 Monitoring and evaluation

The WDP will be monitored and evaluated by all the partners involved in this plan. Each partner will use their own appropriate criteria to monitor their targets included in the action plan.

However, the overall monitoring and evaluation will be carried out as follows:

1. The work of the proposed County Workforce Development Partnership (see objective 1.1 in the CAP for 2007–8)
2. The monitoring and evaluation of HSP's Annual Delivery Plan (ADP). HSP submits an ADP to Sport England East each year, and the coordination and delivery of the WDP will be included within the work programme of the HSP core team from 2007/8 onwards.

1.5 Where are we now?

1.5.1 Strategic context

At a national level, increasing sports participation is one of the key objectives of Sport England, not just for sport's sake, but for its contribution to a wider agenda, such as improving the health of the nation, as a tool to reduce crime and to increase educational attainment.

“A good sports policy is also a good education, health and anti-crime policy”

Tessa Jowell MP, Secretary of State for Culture, Media and Sport, 2004

This is reflected in the Public Service Agreement (PSA) targets that have been set for England:

- By 2008, increase the take-up of cultural and sporting opportunities by adults and young people aged 16 and above from priority groups, by: increasing the number who participate in active sports at least twelve times a year by 3% and increasing the number who engage in at least 30 minutes of moderate intensity level sport, at least three times a week by 3%
- Enhance the take-up of sporting opportunities by 5–16 year olds so that the percentage of school children in England who spend a minimum of two hours each week on high quality PE and school sport within and beyond the curriculum increases from 25% in 2002 to 75% by 2006, and to 85% by 2008.

Given the importance of increasing sporting participation, it has become increasingly important that the workforce (both paid and non-paid) delivering these opportunities are appropriately skilled.

This is further reinforced by Lord Leitch's report on UK skills - 'Prosperity for all in the global economy – World class skills' (December, 2006) – which states that developing skills is relevant to every sector in the UK. He recommended that the UK should focus on improving its skills, in order to stay in the upper quartile of OECD countries. Specifically he recommended that:

- Adult skills were raised across all levels
- All public funding should be routed to adult vocational skills in England
- There should be an increase in employer engagement and investment in skills
- Employers should voluntarily commit to train all eligible employees up to level two in the workplace
- Employer investment in level three and four qualifications in the workplace should be increased
- A new integrated employment and skills service should be created

At a regional level a number of reports have been commissioned by various agencies, such as Sports Coach UK, Skills Active and Sport England, to assess the workforce development needs of the sport and leisure sector. For example, The Regional Investment Plan for Sport (Sport England East, 2006) outlined the priorities for investment in sport up until March 2009. Specifically for workforce development these priorities included:

- Investing directly into the development of volunteers (Regional Plan for Sport, Priority 6) and,
- Investing directly into the implementation of the regional/sub-regional workforce action plan(s) (Regional Plan for Sport, Priority 6)

It is recognised at a national level that volunteers are extremely important to the sport and leisure sector.

'We are committed to signing up the 70,000 volunteers needed to develop a successful Olympics in 2012.....It is a quite amazing thing when you see people getting involved from all sorts of different walks of life, and the sense of unity for the city that gives is something quite remarkable'
(Tony Blair, April 2006)

Sport England (Sports Volunteering in England, 2003) reported that there were 5,281,400 volunteers in sport which equates to approximately 15% of the adult population. These volunteers carry out 1.2 billion hours of sports volunteering which is equivalent to 720,000 full time workers. Their contribution is also highly recognised in the East Regional Plan for Sport (2004). It is, therefore, important to promote good links between the voluntary sector and sport in order to build the capacity of the workforce as a whole in Hertfordshire.

Of the volunteers mentioned above, approximately one million are employed as coaches in the sport and leisure sector. These coaches play an extremely important role in increasing and developing participation in sport. A strong coaching structure is required to support participation opportunities particularly at school, club, regional and national level. In 2006 an important step was taken to develop a strong coaching structure for sport with the publication of 'The UK Coaching Framework: A 3-7-11 Action Plan across the UK' (sportscoach UK, 2006). The overall vision of this plan is the creation of:

'a cohesive, ethical and valued coaching system where children, players and athletes are supported by skilled coaches, at all stages of their development and which is number one in the world by 2016, benchmarked against international practice'

This plan seeks to deliver the following results for sport in the UK:

- ✚ Enhance the quality and quantity of coaching, measurable at all levels of the participant pathway
- ✚ Increase the number of quality coaches and available coaching hours; all coaches to be appropriately qualified by 2016
- ✚ Coaching established as a profession, recognising volunteer, part-time and full-time roles

1.5.2 Local context

Hertfordshire has a population of 1,048,200 spread over ten districts. It has recently seen an above average growth in its population. It is an economically successful county with a good level of self-employment and a flourishing small business sector.

The 2001 Census stated that Hertfordshire residents are more likely to have a high level qualification (21.2% of 16–64 year olds have a level 4 qualification in England but 25.1% in Hertfordshire) and less likely to be poorly qualified (41.7% of 16–64 year olds have a level 1 qualification or worse but only 36.8% in Hertfordshire).

Employed workforce

The sport and leisure sector in Hertfordshire is wide and diverse. Hertfordshire has a broad range of sporting facilities including:

- Vicarage Road Stadium (Watford) that is home to Watford Football Club (a Premier division club) and Saracens RFC (also a Premier division club). It has also hosted international rugby
- A £15 million sports facility at the University of Hertfordshire
- 136 private and public fitness clubs

In 2005 there were approximately 9,900 paid employees working within the sport and leisure sector in Hertfordshire (Skills Active, 2005). These are employed predominately in the public and private sector in areas such as Facilities and Operations, Sports Coaching, Health and Fitness and Sports Development. Of these:

- 77% of organisations in Hertfordshire reported that they have had a vacancy in the last 12 months
- 30% of organisations identified that they had a hard to fill vacancy
- 23% of the above reported these vacancies were hard to fill due to a skills shortage.

Skills Active reported that, in 2005, employers in Hertfordshire identified that vacancies were particularly hard to fill in the areas of Operations (14%), Sports Coaching (26%) and Management (50%). There are a number of skills employers in Hertfordshire identify as being important for working within the sport and leisure sector. The table below shows that communication, team working, and health and safety are the three most important skills. Others that are important include first aid, child protection and sport specific technical skills.

Skills Required	Very	Fairly	Not Very	Not at all
F2 Reading and writing	46%	43%	6%	6%
F2 Numeracy	37%	49%	11%	3%
F2 Problem-solving	44%	35%	12%	9%
F2 Communication	77%	23%	0%	0%
F2 Management	35%	44%	15%	6%
F2 Team-working	76%	21%	0%	3%
F2 Customer service	66%	29%	3%	3%
F2 Basic computer / IT skills	32%	44%	12%	12%
F2 Ability to follow instructions	59%	32%	6%	3%
F2 Initiative	62%	35%	3%	0%
F2 Personal appearance and attitude	68%	26%	3%	3%
F2 Health and safety	79%	18%	0%	3%
F2 Planning and preparing work	53%	35%	6%	6%
F2 Life saving	29%	35%	13%	23%
F2 First aid	57%	26%	9%	9%
F2 Child protection	71%	12%	6%	12%
F2 Working with disabled people	21%	35%	29%	15%
F2 Equality and Diversity	18%	36%	27%	18%
F2 Sport-specific technical skill	42%	29%	26%	3%

(Skills Active, 2005)

The evidence from the ONAs carried out over the period November 2006–March 2007 (which gives a representative view of workforce development needs in Hertfordshire) revealed that the main skills gaps in the employed sector are:

- ❖ Information Technology
- ❖ Leisure Management
- ❖ Level 3 Coaching Qualifications
- ❖ Customer Care/ Communications
- ❖ Child Protection
- ❖ Time Management

(See Appendix Two for more details)

Volunteer workforce

Information on the development needs of the volunteer workforce in Hertfordshire (which represents a high proportion of the total workforce in the sector) has been limited, mainly because of the difficulty of collating their numbers. With this in mind, HSP carried out some research (January 2007) into the number and type of voluntary sports clubs that exist in Hertfordshire. The research found that there were at least 1,729 sports clubs covering 45 sports in Hertfordshire. More work still needs to be done on the approximate number of volunteers each club employs at any one time, to give a fuller picture of the workforce development needs in Hertfordshire.

The evidence from the ONAs carried out over the period November 2006–March 2007 revealed the following main skills gaps in the voluntary sector:

- ❖ Level 2 & 3 Coaching Qualifications
- ❖ Information Technology

The Active People Survey (January 2007) identified that 4.8% of people in Hertfordshire volunteer for more than one hour every week in sport. In the Eastern region this figure is 4.9% while nationally the figure is 4.7%. (For a more detailed analysis of the Active People Survey see Appendix Six.)

Skills Active research in 2005 reported that football has the largest number of volunteers in Hertfordshire. Other sports that have a large number of volunteers in Hertfordshire include cricket (1,258 individuals), netball (1,337 individuals), badminton (994 individuals), tennis (983 individuals) and swimming (2,400 individuals).

Skills Active research in 2005 also reported that organisations in the Voluntary and Community Sector (VCS) in Hertfordshire employing volunteers have identified that:

- Organisations only have 86% of the volunteers they actually require.
- 33% of VCS organisations identified that they had hard to fill vacancies.

VCS organisations in Hertfordshire stated that 81% of volunteers are employed to coach and instruct children or develop athletes. Research undertaken by Sports Coach UK shows that 60% of coaches do not hold any formal coaching qualifications.

The Hertfordshire Council for Voluntary Youth Services carried out a 'Survey of the Infrastructure Needs of Voluntary Youth Groups in Hertfordshire' in July 2006. The survey findings suggested that the principal focus of voluntary youth activities in Hertfordshire was sports, followed by outdoor pursuits, education and those activities promoting physical health and volunteering. However, gaining funding to either qualify their own volunteers to take sporting activities or to pay for their participants to take part in a sporting activity was highlighted as a significant issue.

1.5.3 Future needs of the workforce?

This WDP will need to be updated regularly as a number of constantly changing factors will always affect the workforce. For example:

- Skills Active research carried out in 2005 reported that 53% of organisations in Hertfordshire predict growth in sport and leisure over the next 12 months. Over the next ten years Experian (Research Company) forecast that paid employment in the sector will grow by 10% across the East of England to 63,400. When forecasting growth Experian predict that there will be 5,547 new jobs, 86,580 people changing jobs or retiring, and therefore there will be 92,127 jobs that need filling between now and 2016. These statistics were researched before the decision to award London the 2012 Olympic and Paralympic Games. Since this decision, the East of England Development Agency (EEDA) has produced a report 'Economic Impact Study of the London 2012 Olympic and Paralympic Games'. This report looked at what the potential benefits of hosting the games could be to the East of England. Two of the resulting priority actions are of particular relevance to this plan as they highlight the need for upskilling the workforce in preparation for the Olympic and Paralympic Games and that many more participants and volunteers maybe gained as the interest and aspirations increase before the Games take place.
- Housing growth in Hertfordshire is estimated to be in the region of between 10,000–15,000 new houses in the next ten years (EEDA).
- There will be implications for the number and type of sporting facilities and opportunities in Hertfordshire if the national objective of increasing participation is met.

1.6 Where do we want to be by 2010?

Based on the strategic context outlined above and the local situation in Hertfordshire, the objectives displayed on the table below have been designed to address the emerging workforce development issues in Hertfordshire.

The Key Performance Indicators (KPIs) detailed in the first column below are taken from Sport England's 'Monitoring and Evaluating Toolkit'

Objective (KPIs)	Action to be taken	Monitoring and Evaluation	Partners in delivery
<p>1. Building the capacity of the employed workforce within the sport and leisure sector in Herts (KPI 5/6 & KPI 16)</p> <p>2. Upskilling the employed workforce within the sport and leisure sector in Herts (KPI 7 & KPI 14)</p> <p>3. Building the capacity of the volunteer workforce within the sport and leisure sector in Herts (KPI 8 & KPI 5/6)</p> <p>4. Upskilling the volunteer workforce within the sport and leisure sector in Herts (KPI 17, KPI 14 & KPI 4)</p>	<p>Development, production and implementation of a County Workforce Development Plan</p> <p>Delivery of the ESF 'On Your Marks' project 2006-8</p>	<p>Workforce Development Plan produced by March 2007. Costed action plan produced:</p> <p>2007–8 CAP by 31st March 2007</p> <p>2008–9 CAP by 31st March 2008</p> <p>2009–2010 CAP by 31st March 2009</p> <p>27 ONAs carried out and a number of beneficiaries identified and appropriately trained</p>	<p>HSP, FECs, NGBs, local authorities, leisure operators, University of Hertfordshire & other training providers</p>

KPI 5/6 Number of Coaches, Leaders, Instructors or Teachers involved in Herts who have coached at least once in the past year (KPI 5) or once each week (KPI 6)

KPI 7 Number of people gaining sports related qualifications

KPI 14 Number of people gaining of non-sports qualifications

KPI 16 Number of Full Time Equivalent permanent jobs created or safeguarded in this project

KPI 8 Number of volunteers involved in your project who have been active in your project at least once in the past year

1.7 Identified risks in the WDP

Strategic risks

- ✚ Change in the strategic priorities of Sport England
- ✚ Change in strategic priorities of CSPs
- ✚ Lack of engagement by identified key partners (see 1.4.3)

Financial risks

- ✚ Sport England funding reduced/withdrawn
- ✚ Partnership funding reduced/withdrawn
- ✚ Qualification/non-qualification costs increased
- ✚ Poor financial accounting by HSP
- ✚ Disputes between partners over funding allocations

Operational risks

- ✚ Key partners unable or unwilling to provide participants for courses
- ✚ Appropriate courses not provided by training providers in Hertfordshire
- ✚ HSP unable to appoint a Sports Officer (WFD focus) and are therefore unable to implement the CAP for 2007/8
- ✚ Withdrawal of host agency support

Section Two - Action Plan for April 2007 – March 2008

Part One – Employed Workforce

Objective	Priority / Evidence of need	Training / development required	Who When Resource	Responsibility / Lead Partner	Total Cost £	Outcome / Benefit Monitoring & Evaluation	Review Date
Building capacity of the employed workforce							
1.1 To develop intelligence on the workforce in Herts	CoVE meetings ESF Hub Group meetings Lord Leitch report... 'increase employer engagement and investment in skills'	To coordinate the collation of ONAs and other primary research in Herts and the Eastern Region	Engage more sport and leisure organisations in Herts in workforce development planning and implementation.	HSP/Eastern region CSPs	£4,000	To ensure that meaningful data is collated that can be analysed and then translated into appropriate training and development opportunities in Herts	March 2008
	A lack of longitudinal data of trends/gaps	Develop one Partnership Workforce Development Group in Herts (Merge the CoVE steering Group and the ESF County Hub group) and invite more Herts employers onto the Group.	Engage more sport and leisure organisations in Herts in workforce development planning and implementation. Launch event x 1 @ £1,500 Group meetings x 4 per year Total = £1,000	HSP, NHC & ESF Steering groups	£3,500	To ensure more joined up working on workforce development in Herts. By attending only four meetings per year this may ensure that more employers attend and engage in the process	
1.2 To develop a county training and development database on workforce development	ONAs CoVE meetings ESF 'On Your Marks' county Hub meetings	An additional database (with search facility) to be added to HSP's website. This will link to a section on recruitment for the paid and volunteer workforce. Training to be offered to training providers in Herts	Update HSP website accordingly = £1,000 (consultants fees) Provide training to training providers in Herts on how to upload their course data on to the new web	HSP and NHC	£3,000	To have one central training and development site for sport and leisure in Herts that all key partners contribute to. Advertise and promote site to all employees and employers in Herts.	March 2008

	Lord Leitch report ...'create a new integrated employment and skills service'	on how to load up their own training courses onto the website	pages £1,000 Advertise and promote site £1,000				
1.3 To deliver the ESF 'On Your Marks' Project (Contribute to the preparatory work to support future ESF bids)		Develop fully funded training and development opportunities that are relevant to the sector (see Appendix Three for more details)		HSP and NHC	£50,000 ESF (match for employed workforce)	Approximately 40 paid employees will access fully funded training opportunities in Herts Promote greater employer engagement in Herts Develop partnerships between HSP, FECs and other training providers	March 2008
1.4 To provide a work placement opportunity for a Herts FE or HE student within HSP	FECs and UH			HSP (Sports Officer – Workforce Development)	0		March 2008
1.5 To promote career paths in the Sport and Leisure sector (for both paid and voluntary positions)	FECs and UH data	Attend events held by FECs, UH and Connexions i.e., World of Work week - provide a stand and present to groups of students.	Buy in staff time to act as 'Sporting Champions' at these events.	HSP Skills Active	£3,000	To raise the profile of careers in the sport and leisure sector in Herts The promotion of both paid and voluntary employment opportunities in the sector in Herts	March 2008

<p>1.6 To assist the employment of the following NGB posts:</p> <p>Lacrosse – Herts Training Officer</p> <p>RFL – Herts Development Officer</p> <p>Triathlon Development Officer – Herts</p>		<p>(see Appendix Eight for further information on these posts)</p>		<p>English Lacrosse</p> <p>Rugby Football League</p> <p>British Triathlon/HSP</p>	<p>£11,800 (£3,935 CIF)</p> <p>£16,000 (£8,000 CIF)</p> <p>£8,000 (£4,000 CIF)</p>	<p>To build capacity of the sporting infrastructure in Herts</p>	<p>March 2008</p>
<p>1.7 To manage and coordinate sports specific delivery programmes for :</p> <ul style="list-style-type: none"> - Hockey - Netball - Basketball 				<p>HSP/NGBs</p>	<p>£3,000 per sport</p> <p>Total = £9,000</p>	<p>To increase the capacity of paid officers to manage and deliver sports programmes – thus:</p> <ul style="list-style-type: none"> ✚ raising participation ✚ increasing club accreditation ✚ improving school club links (etc) 	<p>March 2008</p>

Total project costs
CIF request (in bold)

= £108,300
= £38,435

Objective	Priority / Evidence of need	Training / development required	Who When Resource	Responsibility / Lead Partner	Total Cost £	Outcome / Benefit Monitoring & Evaluation	Review Date
To upskill the employed workforce							
1.8 To develop the skills of HSP's partners. This includes Local Authority Sports Development Officers, Partnership Development Managers and leisure facility staff.	ESF 'On Your Marks' Project meetings CoVE Steering group meetings Herts LAA volunteering targets Skills Active 2005	ISRM Supervisory Management Certificate (Level 3)	NHC	HSP	2 x subsidised courses Total = £8,000	The county's paid workforce has a greater skill level which will lead to a more effective and efficient delivery of their services. It will also enable them to deliver a wider range of services.	March 2008
		Time Management (bespoke course delivered by NHC)	NHC	HSP	2 x subsidised courses Total = £2,000		March 2008
		Customer Care in sport (ISRM module from National Operators Certificate)	FECs	HSP	2 x subsidised modules Total = £2,000		March 2008
		Aerobics Instructor	FECs (YMCA course)	HSP	Subsidising 2 courses @ 50% Total = £5,000		March 2008
		45+ Bolt on for aerobics instructors	FECs	HSP	Subsidising 2 courses @ 50% Total = £2,500		March 2008

		<p>NGB level 1/ 2 courses x 7</p> <ul style="list-style-type: none"> ❖ Gymnastics - 1 x level one and 1 x level two course ❖ Trampoline - 1 x level one course and 1 x level two course ❖ Swimming - 1 x level one course and 1 x level two course ❖ Football - 1 x level 1 course 	NGBs	HSP	<p>Gymnastics Level one course £1,000 Level two course £1,500</p> <p>Trampoline Level one course £1,000 Level two course £1,500</p> <p>Swimming Level one course £400 Level two course £600</p> <p>Football Level one course £1,000</p> <p>Subsidising 7 courses @ 50%</p> <p>Total = £3,500</p>	March 2008
		ISPAL Volunteer Management course	ISPAL	HSP	Total = £2080	March 2008
1.9 To develop the skills and knowledge of the CSCs and provide an opportunity to network	<p>TNAs carried out by CDO</p> <p>LAA 16–24 Target & 45+ Target</p>	Hold a seminar or conference that meets the CSCs development needs as identified through Herts CDO	Seminar or Conference x 1 @ £1,000	HSP & CDO	Total = £1,000	March 2008

		To upskill CSCs (multi skills posts) in the following sports:- Basketball Netball Tag Rugby Hockey	Various training providers	HSP & CDO	£3,500 - Subsidise 20% of each course Total = £700		
1.10 To coordinate coaching for teachers courses (see Appendix six)	NGBs	Coaching for Teachers courses	Various training providers	NGBs, PDMs, AOTTs, SSCos and Young Leaders	Total = £6,225		March 2008
		To investigate further the workforce development needs of the PDMs and SSCOs in Herts		HSP (Sports Officer – Workforce Development)	0		
1.11 To liaise with FE/HE institutions on partnership initiatives	CoVE meetings with NHC ESF 'On Your Marks' project	Identify and develop various projects	HSP, UH and FECs		0		March 2008
1.12 To develop the skills of the CSP core team and the Executive Board	ONA	Child protection (For example, Unit 5 from ISRM National Operators Certificate – Level 2)	North Herts College	HSP core team members	5 members of staff @ £100 each Total = £500	Better educated and motivated core team and Executive Board resulting in a more efficient and effective CSP	March 2008
		IT skills (Word, excel, PowerPoint, databases & Outlook)	UH – internal courses	HSP core team members	£500		
		Communication / presentation skills	UH – internal courses	HSP core team members	£500		
		Media skills 'The fundamentals of public relations' course	Chartered Institute of Marketing x 1 £587	HSP core team members	£587		

		Media training for all staff	UH – internal courses	HSP core team members	£500		
		Team Building	Follow-up to Myers Briggs Team event held in Nov 2006	HSP core team members	£500		
		Leadership and management training	UH – internal courses	HSP core team members	£500		
		Marketing 'Sponsorship' course CIM x 2 £1,174 'Marketing to the 50+ market' course CIM x 1 £587 Marketing – investigate training opportunities on 'Marketing to under represented groups'	Chartered Institute of Marketing	HSP core team members	£1,761		
		Awareness/development days for the Executive Board Two half days	In house	Executive Board members	£1,000		

Total project costs
CIF request (in bold)

= £94,974

= £39,353

Part Two – Volunteer workforce

Objective	Priority / Evidence of need	Training / development required	Who When Resource	Responsibility / Lead Partner	Total Cost £	Outcome / Benefit Monitoring & Evaluation	Review Date
Building Capacity of the volunteer workforce							
2.1 Recruit more volunteers into sports clubs	ONAs NGB/Club feedback Regional Plan for Sport Priority six EEDA Report	Pilot two volunteer seminars for Volunteer Centres, Sports Development Officers and emerging CSNs Each seminar @ £1500	HSP (Sports Officer – Volunteers) to organise conferences.	HSP & Volunteer Centres	£3,000	CSNs to establish and develop a working relationship with Volunteer Centres. Volunteer Centres to develop their knowledge and skills to work with sports volunteers and organisations. Volunteer Centres able to place volunteers in suitable sports organisations.	March 2008
		Volunteer Management training for volunteer coordinators in Clubmark clubs	runningsports valuing your volunteers training workshop x 6	HSP (Sports Officer – Volunteers)	Subsidised £306.50 x 6	Better volunteer management in identified clubs, developing new ideas and ethos around volunteering	
		Publicise volunteering opportunities on HSP website (see 1.2)	Mailshot Sports Clubs in Herts with details of this service @ £500	HSP	£500	Sports clubs able to access more volunteers in Herts.	
		'Step into Sport' programme	<ul style="list-style-type: none"> ❖ Mentor Training. ❖ Sport Leaders Conference. ❖ Volunteer coordinator training. ❖ Delivery of sports specific bolt – ons 	HSP (Sports Officer – Volunteers)	£8,000- Conference £500 – Training £4,000 – Bolt on (Youth Sports Trust)	Increase the number of young volunteers in sport in Herts. Give young people the skills and qualifications to volunteer	
					Total = £1839		

2.2 Increase the number of NGB Level 1 coaches (See Appendix Four)	<p>ONA/TNA</p> <p>Meetings with clubs, county governing bodies and regional governing bodies</p> <p>ONAs</p> <p>Regional Plan for Sport, Priority 6</p>	<p>NGB Level One coaching courses</p>	<p>Various training providers</p>	<p>NGBs & HSP</p>	<p>£24,165 @ 50%</p> <p>Total = £12,082.50</p>	<p>A more skilled volunteer club and coach workforce. A well-educated workforce will impact on the image of sport, making both volunteering and participating more attractive and encouraging more people into sport.</p>	<p>March 2008</p>
2.3 Increase the number of NGB officials (See Appendix five)	<p>ONAs</p> <p>Meetings with Clubs / County Governing Bodies / Regional Governing Bodies</p> <p>Regional Plan for Sport Priority 6</p>	<p>NGB officials courses</p>	<p>Various training providers</p>	<p>NGBs & HSP</p>	<p>£10,450 @ 50%</p> <p>Total = £5,225</p>	<p>More (and better qualified) officials will mean that more competitions will be able to be held – and thereby encourage more participants into performance and elite level competitions</p>	<p>March 2008</p>
2.4 To recognise and reward the commitment of sports volunteers in Herts.	<p>ONAs</p>	<p>Sports Awards presentation evening</p>	<p>30th April 2007</p> <p>Repeated annually</p>	<p>HSP (Sports Officer – Volunteers)</p>	<p>£3,000</p>	<p>Reward volunteers and raise the profile of the sport and leisure sector in Herts.</p> <p>Feeds into existing and developing district awards structures</p>	<p>March 2008</p>

2.5 To coordinate coaching/ officiating initiatives for specific target groups	Add value to the proposed MAAC pilot project in Watford. This project is targeted to improve the health of BME women. Active People Survey	BME women in Watford to gain an NGB Level one coaching award. Subsidise 10 BME women on Level one NGB coaching courses	Various training providers	HSP (Health and Sport Science Officer)	£1,500	Evidence to suggest that BME women are more likely to participate in sport if their coaches are from their own community.	March 2008
	ONA Active People Survey	Pilot project - Sailing for the disabled. To upskill volunteers to become RYA qualified so they can facilitate sailing for the disabled. If the project is successful in 2007 – 8 then it will be extended in 2008 – 9 to include other sports that are ready and willing to be included.	<ul style="list-style-type: none"> • RYA First Aid x4 = £120 • RYA Sailing Levels 1 & 2 x 4 = £860 • RYA assistant instructors x 2 = £910 • Powerboat Levels 1 & 2 x 4 = £620 • Safety boat x 4 = £580 	HSP (Sports Officer - Workforce Development)	£3090 @ 50% Total = £1545	To enable a sailing club to take disabled Herts residents sailing – thereby increasing participation.	March 2008
	RFUW WSP	To qualify 20 women as entry level referees for women's rugby union	20 x Entry Level Referees Awards @ £40	RFUW	£800 50% contribution from the RFUW Total = £400	An increase of 20 women referees in Rugby Union	March 2008
	Herts Athletics Development Plan	APS To qualify athletics coaches in Herts to coach disabled performers	30 x Coaching Disabled Performers Awards @ £50 Herts Athletics & HSP	Herts Athletics	£1500 50% contribution from Herts Athletics Development Group Total = £750	To enable people with disabilities to be coached by appropriately qualified coaches thereby increasing participation	March 2008

	Herts FA (Women & Girls)	To provide mentoring support to female coaches and development workshops for female referees	Mentoring support to 5 female coaches upskilling from level 1 – 2 @£200 each Mentoring support to 5 female coaches upskilling from level 2 – 3 @£200 each 2 x referee development workshops for females @ £300 each	Herts FA (Women & Girls)	£2,600 50% contribution from Herts FA (Women & Girls) Total = £1,300	To encourage more female coaches to develop their skills further – and provide role models to female players, coaches and referees.	March 2008
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Total project costs =
CIF request (in bold) =

£64,944
£31,141.50

Objective	Priority / Evidence of need	Training / development required	Who When Resource	Responsibility / Lead Partner	Total Cost £	Outcome / Benefit Monitoring & Evaluation	Review Date
Upskill the volunteer workforce							
2.6 To upskill CSN members	Meetings with Stevenage CSN and the emerging St Albans and Welwyn Hatfield CSNs	Management of volunteers & effective community development working	Chartstage 'Certificate in Community Sports Work'	HSP & CSNs	1 x subsidised course @ £2,500	Ensure CSN 's lead members are well trained to manage their resources and projects	March 2008
		Fundamentals of marketing	Chartered Institute of Marketing	HSP & CSNs	£584 x 3 £1,752	Ensure each CSN has one member who can market their network effectively	
2.7 To provide mentoring support to coaches	ONAs Meetings with NGBs	One to one mentoring support	CDO in Herts	SCUK	-	To support coaches development on a one - to - one basis	March 2008
		scUK Workshop Mentor training for senior coaches	scUK workshop	CDO &HSP	Subsidised x 2 courses £1,000	Enable new coaches to learn from senior coaches	

2.8 To provide generic coach education courses	ONAs	Workshops & courses identified in ONAs include the following:- <ul style="list-style-type: none"> ▪ Motivation and mental toughness ▪ Coaching disabled performers ▪ Behaviour management training ▪ First Aid for sport ▪ Risk assessment in sport ▪ How to coach children in sport ▪ Analysing your coaching ▪ An introduction to LTAD ▪ Coaching children & young people 	Various training providers	HSP & CDO	14 subsidised workshops @ £500 each £7,000	Ensure that coaches and other sports club volunteers provide a quality experience for participants.	March 2008
2.9 To support sports clubs in Herts to achieve accreditation	ONAs County/Regional and national Governing Bodies	scUK 1. Equity in your coaching x 6 (£630 x 1 workshop) 2. Safeguarding & protecting children x 6 (£457 x 1 workshop) 3. runningsports A Club for All x 6 (£319 x 1 workshop)	scUK workshops	HSP	£7,500	To achieve Clubmark status	March 2008
		To develop HSP as a recognised body for assessing and awarded Clubmark	Producing county assessment file Trained assessment panel for county/ region	HSP - Sports Project Officer - Volunteering	£1,000		

2.10 To run an annual club seminar event	Feedback forms from previous event ONAs	Workshops to develop the current needs and issues of clubs	HSP	HSP	£3,000	Increased communication, understanding and knowledge between HSP and club network on key issues	March 2008
2.11 To progress coaches from level 1 to level 2 (See Appendix Four)	ONA/TNA Meetings with Clubs / County Governing Bodies / Regional Governing Bodies	NGB Level 2 coaching course	NGBs	NGBs &HSP	Total = £38,734 50% = £19,367		March 2008
2.12 To progress coaches from level 2 to level 3 (See Appendix Four)	ONA/TNA Meetings with Clubs / County Governing Bodies / Regional Governing Bodies	NGB Level 3 coaching course	NGBs	NGBs & HSP	£13,000 @50% Total = £6,500		March 2008
2.13 To progress coaches from level 3 to level 4 (see Appendix four)	ONA/TNA Meetings with Clubs / County Governing Bodies / Regional Governing Bodies	NGB level 4 coaching course	NGBs	NGBs & HSP	£600 @ 50% Total = £300		March 2008
2.14 To Provide coach education to elite level coaches	ONAs Talented Athlete Scholarship Scheme	scUK High performance workshops x 3 ❖ Bags,balls,bands and training alternatives ❖ Peaking and tapering ❖ Flexibility	HSP network of tutors	HSP (Sports Science & Health Officer)	Subsidised at £500 per workshop Total = £1,500	To enable Herts sports coaches to coach elite level athletes	March 2008

2.15 To pilot a project in Broxbourne to upskill voluntary youth workers (i.e., Scout and Guide Leaders) in basic coaching skills	The Hertfordshire Council for Voluntary Youth Report in 2006(1) APS	Arrange and fund workshops to develop youth workers ability to deliver better quality sporting activities in Broxbourne. Workshops could include :- <ul style="list-style-type: none"> • An introduction to sports leadership – sports leaders UK ▪ Multi skill club induction ▪ An introduction to the FUNdamentals of Movement ▪ How to coach children in sport 	Bring in hourly paid staff to contact appropriate Youth Organisations and organize appropriate training opportunities for them.	HSP (Sports Officer – Workforce Development)	£3,000 (hourly paid staff @ 7 hours per week for 36 weeks) £6,000 (training courses) Total = £9,000	Voluntary Youth workers able to deliver better quality sports activities to their groups – thereby increasing participation. If the pilot is a success in Broxbourne then it will be extended in the 2008 – 2009 and 2009 – 2010.	March 2008
2.16 To deliver the ESF 'On Your Marks' Project	ONAs	Develop fully funded training and development opportunities that are relevant to the sector (see Appendix eight for more details)		HSP (Sports Officer – Workforce Development) and NHC	£50,000 (ESF)	Approximately 55 volunteers will access fully funded training opportunities	March 2008

Total project costs
CIF request (in bold)

= £136,304
= £60,419

2.2 Summary of financial details for Action Plan 2007 -2008

	Total project costs	Partnership/Match Funding	CIF
Building capacity of the employed workforce	£108,310	£69,875	£38,435
Upskilling the employed workforce	£111,153	£72,500	£38,653
Building capacity of the volunteer workforce	£64,944	£33,802.50	£31,141.50
Upskilling the volunteer workforce	£141,286	£80,867	£60,419
Total	£423,812	£255,163.50	£168,648.50

2.3 Partnership/Match Funding

Partnership/Match Funding for 2007 – 2008

Section of Action Plan	Organisation	Partnership/Match Funding
Part one – Building the capacity of the employed workforce		
	East Links 'On Your Marks' programme	£50,000
	Herts Lacrosse	£7,875
	Herts RFL	£8,000
	Herts Triathlon	£4,000
Part one – Upskilling the employed workforce		
	Stevenage Leisure Ltd.	£7,500
	Herts County Council and ten Local Authorities	£55,000
	LAA Pump Priming Grant	£4,000
	North Herts College	£6,000

Part two – Building the capacity of the volunteer workforce		
	County Governing Bodies/Clubs (Coaching)	£13,921.50
	County Governing Bodies/Clubs (Officiating)	£5,500
	Youth Sports Trust	£12,500
Part two – Upskilling the volunteer workforce		
	East Links 'On Your Marks' programme	£50,000
	County Governing Bodies/Clubs	£30,867

Total Partnership Funding = £255,163.50

References

1. The Hertfordshire Council for Voluntary Youth Services 'Survey of the Infrastructure Needs of Voluntary Youth Groups in Hertfordshire' (July 2006)
2. Hertfordshire Well being Audit Report (July 2006)
3. East of England Development Agency (EEDA) 'Economic Impact Study of the London 2012 Olympic and Paralympic Games'
4. Lord Leitch, 'Prosperity for all in the global economy – World class skills' (December, 2006)
5. The IPSOS Active People Survey (January 2007)
6. The Regional Investment Plan for Sport (Sport England East, 2006)
- 7 Sport England Policy Statement. The Delivery system for sport in England (November, 2006)
8. The UK Coaching Framework: A 3- 7- 11 Action Plan (sportscoach UK, 2006)
9. Sports Volunteering in England (Sport England, 2003)
10. The East of England Regional plan for sport (Sport England East, 2004)

Appendix One

Glossary

- ACER
- ADP
- AOTTs Adult other than teacher
- APS Active people survey
- BME Black, Minority Ethnic
- CAP Costed action plan
- CDO
- CIF
- CoVE
- CSC Community Sports Coach
- CSN Community Sports Network
- CSP County Sports Partnership
- CPD Continuing Professional Development
- EEDA
- ESF European Social Fund
- FE Further Education
- FECs Further Education Colleges
- HE Higher Education
- HSP Herts Sports Partnership
- ISPAL
- ISRM Institute of Sport and Recreation Management
- KPI
- LA Local Authority
- LAA
- MAAC
- MOS Minimum Operating Standards

- NGB National Governing Body
- NHC North Herts College
- ONA Organisational Needs Analysis
- PDMs Partnership Development Managers
- PSA
- scUK sports coach UK
- scUK CDO sports coach UK Coach Development Officer
- PSA Public Sector Agreement
- SSCo School Sport Coordinator
- SSP School Sports Partnership
- TNA Training Needs Analysis
- UH
- VCS
- WDP Workforce Development Programme
- WFD WorkForce Development
- WSP Whole Sport Plan
- YST Youth Sports Trust

Appendix Two

List of organisations who completed an Organisational Needs Analysis (ONA)

Type of organisation – coloured coded as follows:

Leisure Trusts

Local Authorities

Voluntary Sports clubs

Commercial leisure companies

1. HSP, Vicki McQuaid
2. Herts Sports Village, Nick Brooking
3. Gosling Sports Park, Duncan Kerr
4. St.Albans Community Leisure, Leanne Douglas
5. Stevenage Council, Matthew Warren
6. Welwyn/Hatfield Council, Colin Smyth
7. Stevenage Leisure, Geoff Caine
8. Hertford Swimming Club, Christine Pickering.
9. Herts Badminton, Tom Burton & Dave Bartlett
10. Broxbourne Council, James Warwick
- 11 Dacorum Sports Space, Rebecca Dukes
12. Broxbourne Rowing Club
13. Hemel Hempstead Swimming Club, Keith Wilding
14. North Herts Council, Leanne Fair
15. Lacrosse, Ray Harry (Hitchin)
16. Fencing – Paul Camphorne
17. DC Leisure North Herts, Richard Allan
18. Wodson Park, Marilyn Botheras
19. Fitness Connection, Hitchin
20. Elite Fitness, Hertford
21. OA Health & Fitness, St Albans
22. The Good Health Club, Hoddesdon
23. Body Fizeek WGC(Trampolining)
24. Manor of Groves Health Club, Sawbridgeworth
25. Hemel Hempstead Football Club
26. Hoddesdon Swimming Club
27. Triathlon – Ceri Winter

Data on Workforce Development was collected from the following NGBs:

Athletics
Badminton
Basketball
Fencing
Football (W & G)
Hockey
Lacrosse
Netball
Rowing
Rugby League
Rugby (women's)
Swimming
Tennis
Triathlon
Volleyball

Other organisations that were contacted included:

- Broxbourne Sailing club
- Bury Lake Mariners Sailing Club
- MENTER (East of England Black and Minority Ethnic Network) - Aruna Sharma
- Disability Football Officer – Watford
- Herts Phoenix Athletics club.
- Watford Harriers Athletics Club
- Watford Council Sports Development Department
- St Albans Hockey Club
- Partnership Development Managers in Herts

Appendix Three

Analysis of the European Social Funded 'On your Marks' project in Hertfordshire

As part of the ESF 'On Your Marks' project, 33 representative organisations from the Sport and Leisure sector in Hertfordshire were asked to complete an Organisational Needs Analysis (ONA). All 33 were completed between October 2006 and March 2007. Figure 1 below displays a breakdown of the number and type of organisations that completed an ONA via this process.

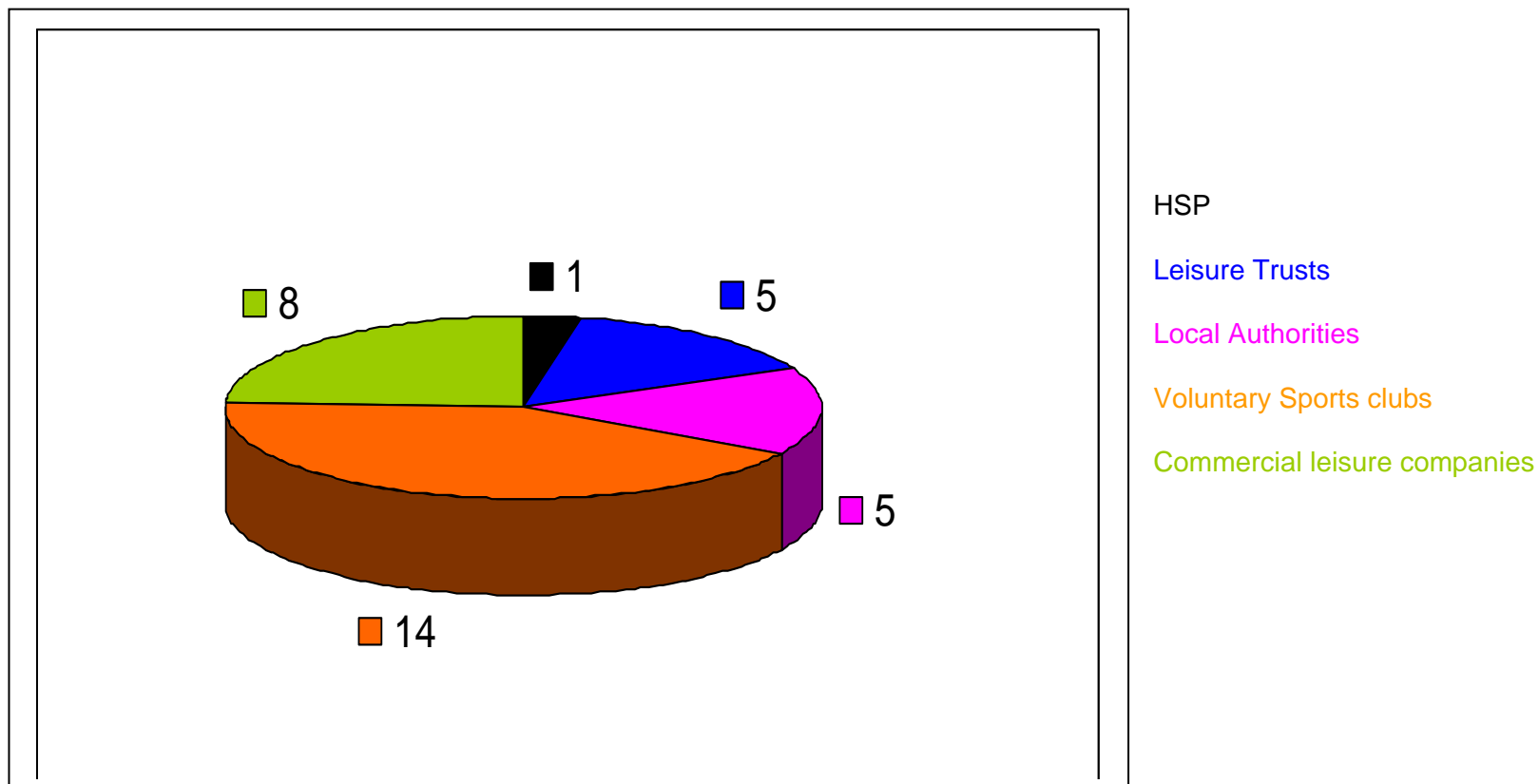


Figure 1 – Number and type of organisations that completed an ONA

As part of the ONA process, organisations were asked about the training they required. Figure 2 graphically displays the type of training identified and the number of organisations (out of the 33 organisations questioned) requiring it.

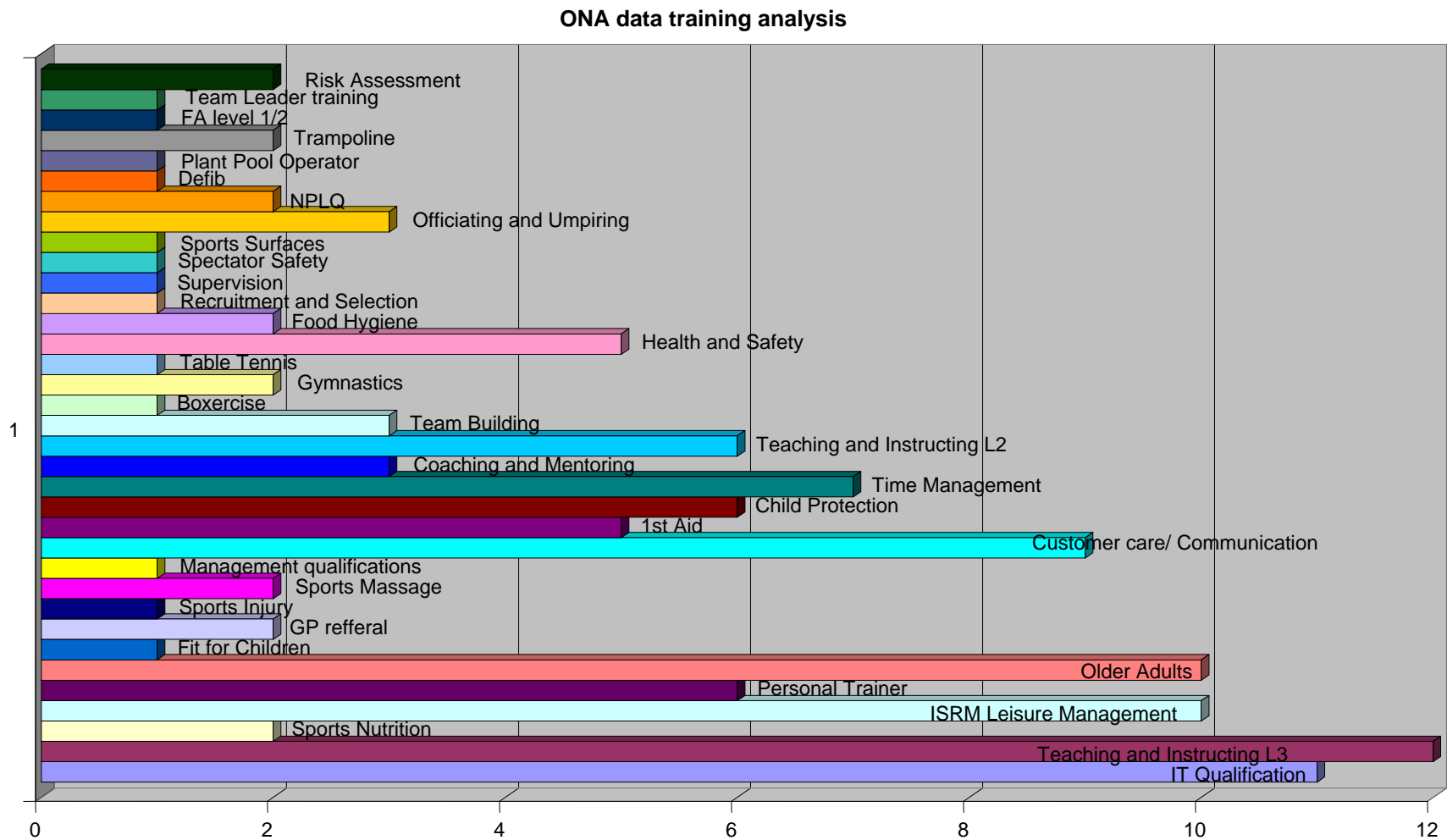


Figure 2 - Type of training identified and the number of organisations requiring it

Figure 2 shows that the training most required by the Sport and Leisure Sector as a whole in Hertfordshire (and therefore the qualifications or non qualifications required to fill these gaps) was:

- *Teaching and Instructing L3*
- *IT Qualifications*
- *ISRM Leisure Management Qualifications*
- *Aerobics Older Adults bolt-on Qualification*
- *Customer Care/Communication*
- *Time Management*

However, in order to help inform the wider Workforce Development Plan, these results can be broken down further into two categories:-

- Volunteer Workforce
- Paid Workforce

(see Figure 3 – Volunteer vs Paid Workforce, for a breakdown of their training needs)

These two categories match the Costed Action Plan (CAP) for 2007-8 (see 2.1 in this document) and will then also match the subsequent CAPs for 2008-9 and 2009-10.

Volunteer (blue) Vs Paid Workforce (pink)

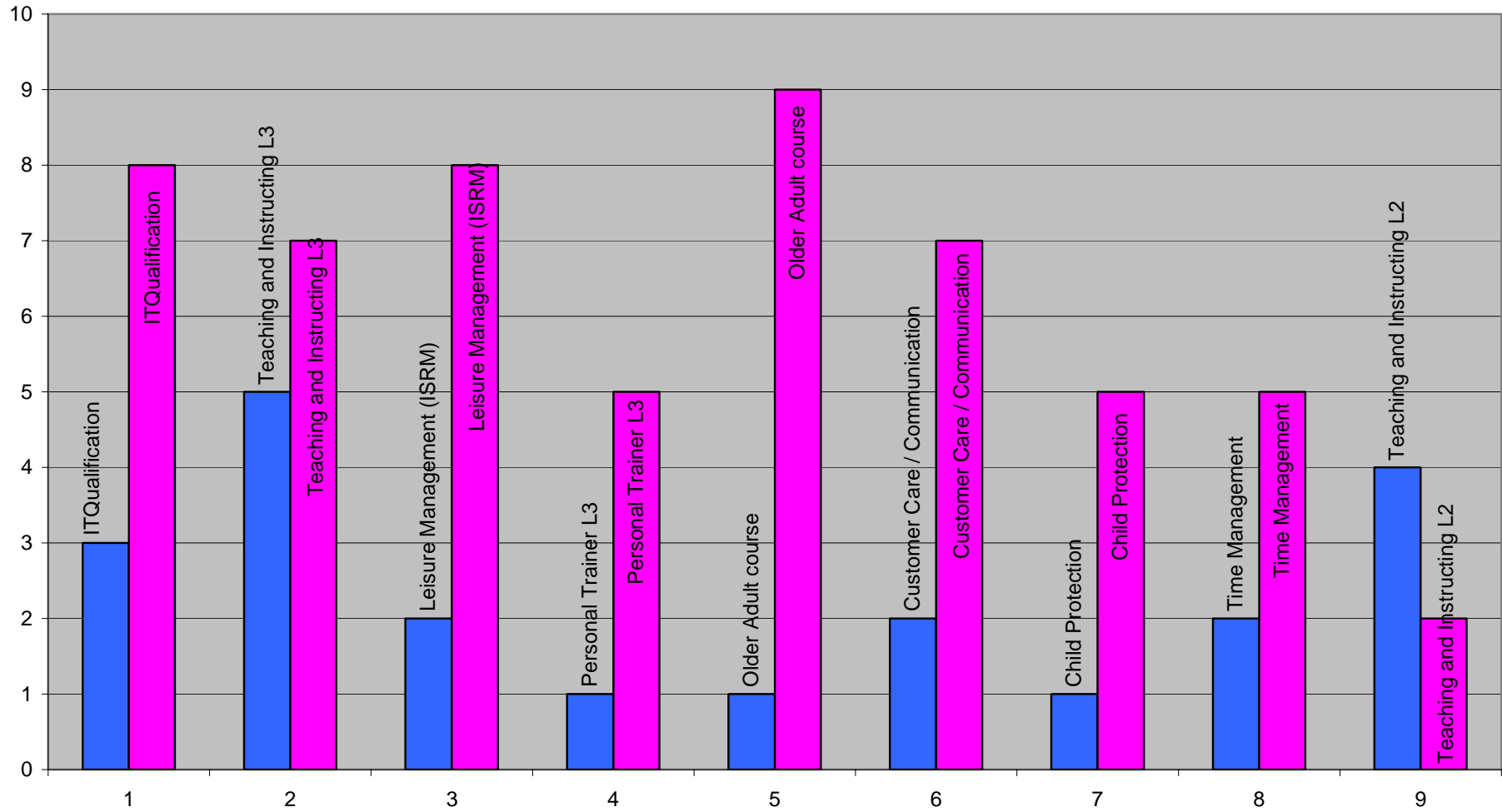


Figure 3 – Training needs highlighted by the Volunteer and Paid Workforce

The main training needs required from each category were as follows:-

- Volunteer workforce
 - Teaching and Instructing – Level 3*
 - Teaching and Instructing – Level 2*
 - Information Technology*
 - Leisure Management*
 - Time Management*

- Paid workforce
 - Aerobics – Older adult bolt on*
 - Leisure Management*
 - Information Technology*
 - Teaching and Instructing Level 3*
 - Customer Care/Communication*

This information will be used to help put on appropriate training courses (qualification and non-qualification courses) for beneficiaries identified from both the ONAs and the wider population in Hertfordshire. This information will also be used to inform the wider Workforce Development Plan for Sport and Leisure in Hertfordshire.

Appendix Four

Support for NGB coaching qualifications

Level One

Sport	Number	Cost	Total	50%	Comments
Athletics	25	£60	£1,500	£750	(Level One)
	15	£60	£900	£450	(Fitness in running and walking)
Badminton	12	£120	£1,440	£720	
Basketball	25	£60	£1,500	£750	
Football (Women & Girls)	20	£100	£2,000	£1,000	
Hockey	2	£200	£400	£200	Level 1 Tutors
Netball	40	£170	£6,800	£3,400	
Lacrosse	10	£30	£300	£150	
Rugby League	10	£100	£1,000	£500	
Rugby Union (Women)	15	£89	£1,335	£667.50	
Sailing	6	£405	£2,430	£1215	(RYA Assistant Instructor)
Swimming	32	£50	£1,600	£800	
Tennis	18	£135	£2,430	£1,215	
Triathlon	2	£265	£530	£265	

Level Two

Sport	Number	Cost	Total	50%	Comments
Athletics	15	£140	£2,100	£1,050	
Badminton	6	£350	£2,100	£1,050	
Basketball	25	£125	£3,125	£1,562.50	
Cycling	1	£200	£200	£100	(For Triathlon coaching)
Football (Women & Girls)	10	£250	£2,500	£1,250	
Hockey	5	£400	£2,000	£1,000	
Netball	20	£360	£7,200	£3,600	
Lacrosse	10	£50	£500	£250	
Rowing	10	£250	£2,500	£1,250	
Rugby League	6	£200	£1,200	£600	
Rugby Union (Women)	15	£176	£2,644	£1,322	
Sailing	10	£600	£6,000	£3,000	(RYA Dinghy Instructor)
Swimming	12	£100	£1,200	£600	
Tennis	14	£200	£2,800	£1,400	
Triathlon	2	£395	£790	£395	

Level Three

Sport	Number	Cost	Total	50%	Comments
Athletics	3	£300	£900	£450	
Basketball	25	£125	£3,125	£1562.50	
Hockey	1	£650	£650	£325	
Rowing	5	£400	£2,000	£1,000	
Rugby League	2	£400	£800	£400	
Sailing	4	£500	£2,000	£1,000	(Senior RYA Dinghy Instructor)
	8	£135	£1,080	£540	(Power Boat Instructor)
Swimming	5	£360	£1,800	£900	
Triathlon	1	£645	£645	£322.50	

Level Four

Sport	Number	Cost	Total	50%	
Athletics	2	£300	£600	£300	

Appendix Five

Support for NGB Officials courses

Officials Courses

Sport	Number	Cost	Total	50%	Comments
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Athletics

Assistant officials	100	£15	£1,500	£750	
Starter	5	£24	£120	£60	
Time keepers	20	£20	£400	£200	
Track judges	20	£20	£400	£200	
Marksmen	5	£20	£100	£50	

Basketball

Referee Level 1			£960	£480	
Referee Level 2			£1,500	£750	
Table Level 1			£960	£480	
Table Level 2			£1,500	£750	

Football (W&G)

Referees	28	£30	£840	£420	
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Hockey

Umpires x Level 1	2	£150	£300	£150	
	10	£100	£1,000	£500	
Umpires x Level2	5	£150	£750	£375	

Mentoring for Level 1 Umpires

Lacrosse

Referee	10	£20	£200	£100	
Umpire	10	£20	£200	£100	

Rugby League

Match Officials	10	£50	£500	£250	
Touch line manager	1	£100	£100	£50	
Junior Referee Training	10	£40	£400	£200	

(Respect campaign)

Triathlon

Referee	4	£15	£60	£30	Level 1
Referee	2	£30	£60	£30	Level 3

Appendix Six

Coaching for Teachers courses

Athletics

20 Elevating Athletics teachers trained x £55 = £1,100

32 NQT teacher training elevating athletics x £55 = £1,760

20 SSCo's trained in leaders award x £30 = £600

Total = £3460 @50% = **£1730**

Badminton

BIG 1 course x 1 = £120

BIG 2 course x 1 = £120

Total = £240 @50% = **£120**

Basketball

East Herts Schools x one course @£500

North Herts Schools x one course @£500

Broxbourne Schools x one course @£500

Welwyn Hatfield Schools x one course @£500

Watford Schools x one course @£500

Total = £2,500 @50% = **£1250**

Football



NGB KS3/4 Training x one course @ £500

Total = £500 @ 50% = **£250**

Lacrosse

NGB KS2 Training x ten courses @ £200

NGB KS3 Training x two courses @ £200

Young Leaders Training x two courses @ £200

NGB level1 AOTTs x one course @ £200

Total = £3,000 @50% = **£1,500**

Hockey

Hockey FUNdamentals x three courses @ £1,000

Total = £3,000 @50% = **£1,500**

Total = £12,450 @50% = £6,225

Appendix Seven

The Active People survey results in Hertfordshire

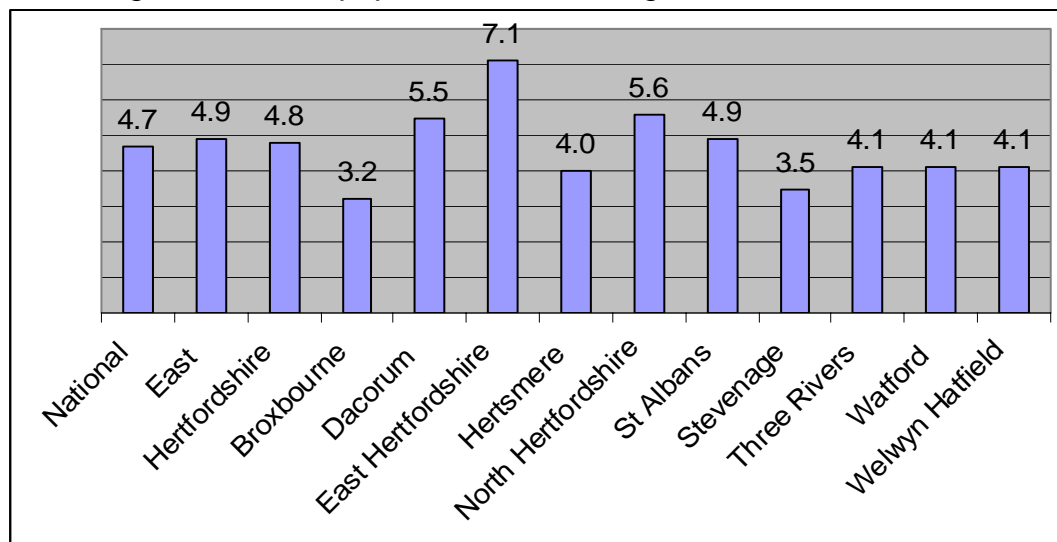
The Active People Survey is the largest ever survey of adult participation in sport and active recreation to be undertaken in England. Ipsos MORI, on behalf of Sport England, conducted the survey. The survey was undertaken between October 2005-October 2006, with 364,501 completed interviews and a sample of 1,000 people per local authority area.

The analysis below illustrates the Hertfordshire results obtained from the survey in relation to volunteering, coaching and participation.

Volunteering in sport

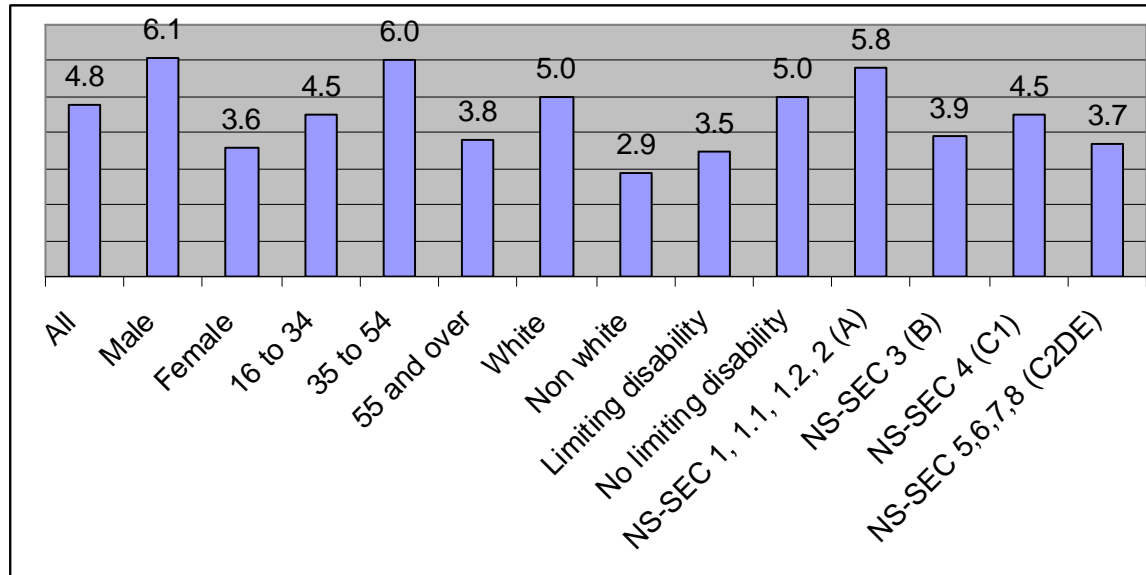
The national rate of volunteering in sport is 4.7% of the total adult population (16+ years old). The rate of volunteering is almost the same as this national rate at 4.8% but there is one local authority in the county where the rate is significantly higher than the national, regional and county rates as well as every other local authority. This is East Hertfordshire, where there is a rate of 7.1% of the adult population taking part in volunteering in sport.

Percentage of the adult population who have given at least 1 hour a week volunteering to support sport



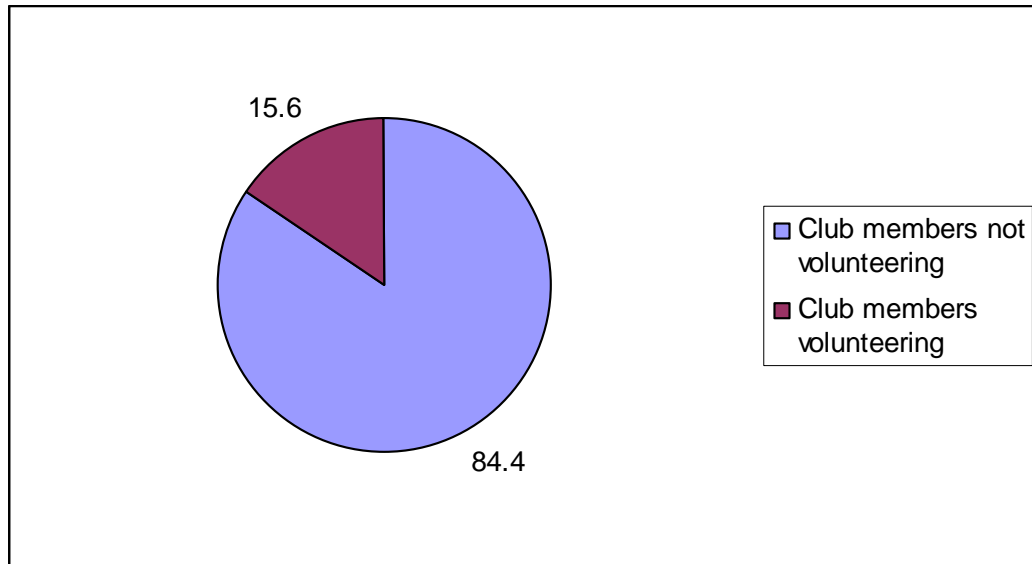
There are more males than females taking part in volunteering in sport in Hertfordshire and a greater proportion from the 35-54 age range. There is also a greater proportion of white than non-white taking part, a greater proportion of people without a limiting disability and a greater proportion of people from socio-economic class A (higher managerial and professional occupations, large employers and higher managerial occupations, higher professional occupations and lower managerial and professional occupations) than any other class.

Percentage of the adult population in Hertfordshire involved in at least 1 hour a week volunteering to support sport



28.9% of the adult population in Hertfordshire are members of a club. Of those members, the proportion of those who also volunteer in sport is low: just 15.6%. This leaves 84.4% of adults over 16 who are a member of a club but do not undertake any voluntary work to support sport.

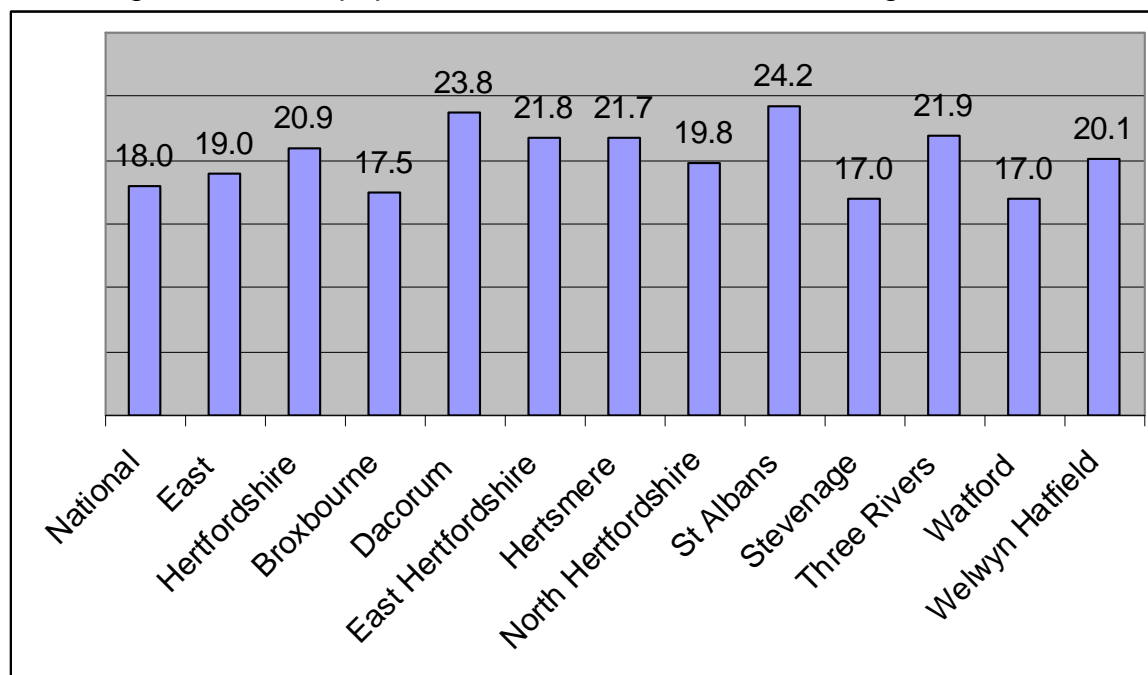
Percentage of adult club members in Hertfordshire who have take part in volunteering to support sport



Coaching in sport

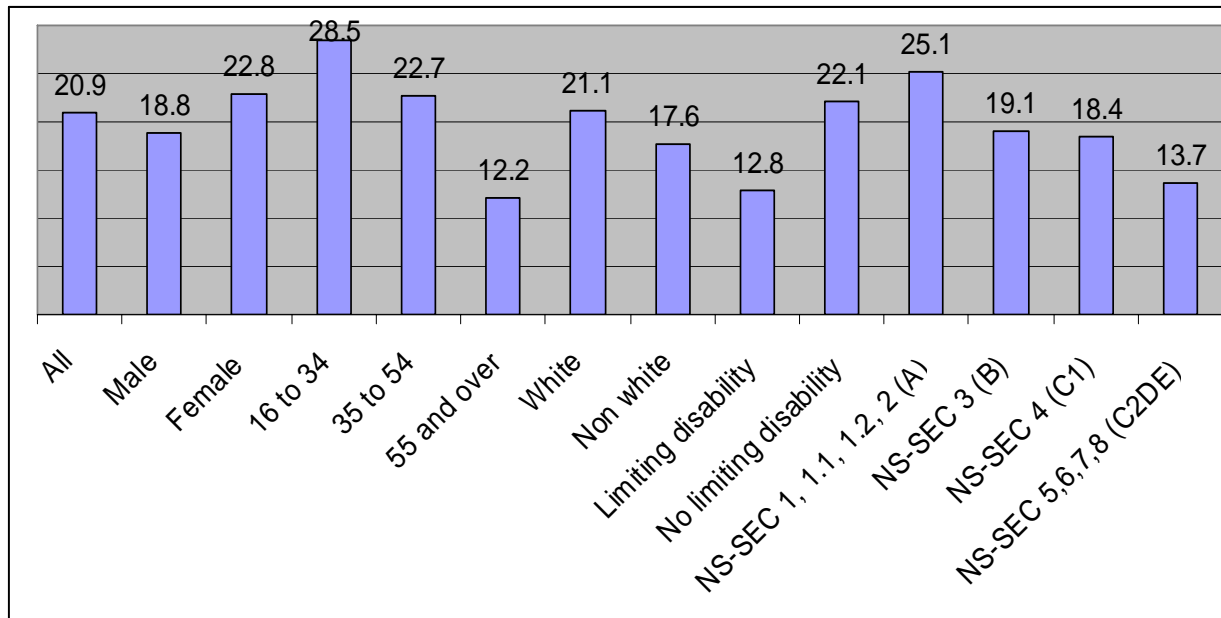
The national rate of adults over 16 who have received coaching or tuition is 18.0%. The county rate is above this at 20.9% and three local authorities: Dacorum, St Albans and Three Rivers, have a significantly higher rate than the national and east region rates.

Percentage of the adult population who have received coaching or tuition in the last 12 months



20.9% of the adult population in Hertfordshire have received coaching or tuition. Of this number, a slightly larger proportion of females than males have received coaching and a greater population of those between the ages of 16 to 34 have received coaching than any other age (as the age of the population increases, the proportion of those receiving coaching decreases). A greater proportion of white than non-white people have received coaching and a greater proportion of those without a limiting disability have received coaching than those with one. As with volunteering, there are a greater proportion of people within the socio-economic category A than any other class that have received coaching.

Percentage of the adult population in Hertfordshire who have received coaching or tuition in the last 12 months



By excluding those adults that are club members from the overall percentage of the population who have received coaching; it is possible to see that the proportion of the population who have received coaching outside of the club environment is just 12.2%. Club membership therefore does have an impact on the number of people who are coached. Club members make up 8.7% of the total number of the population who have received coaching.

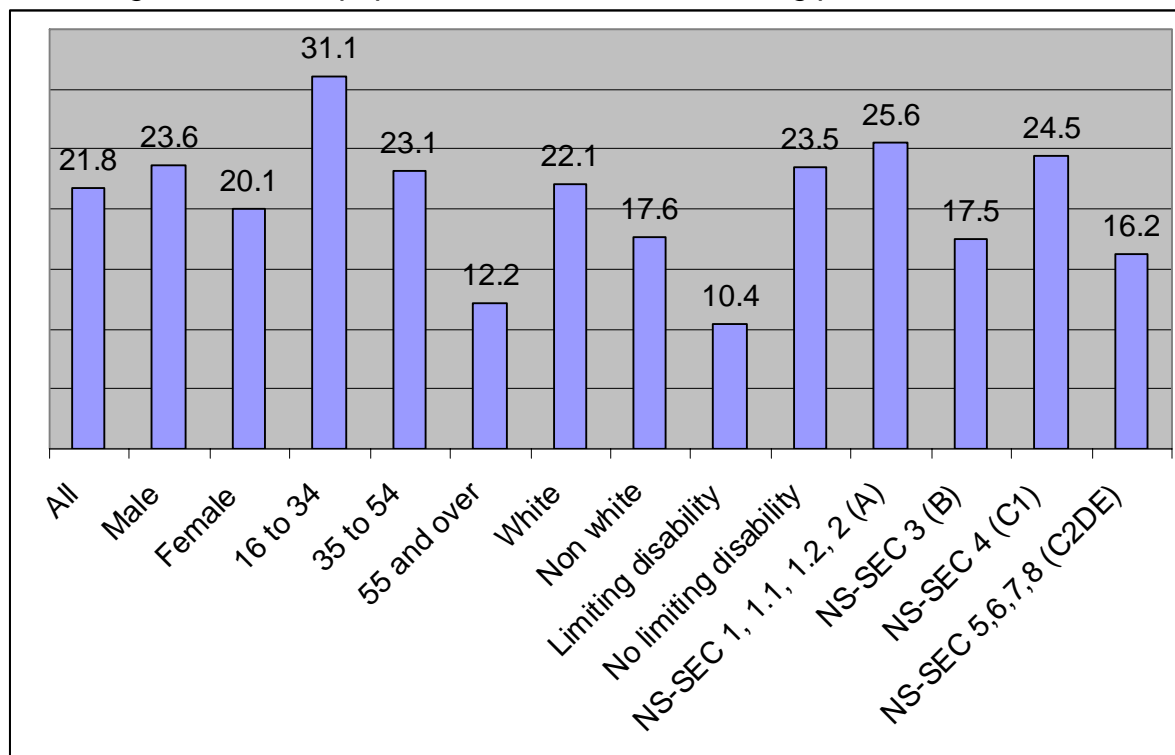
Percentage of the adult population in Hertfordshire who have received coaching or tuition in the last 12 months and are club members



Participation

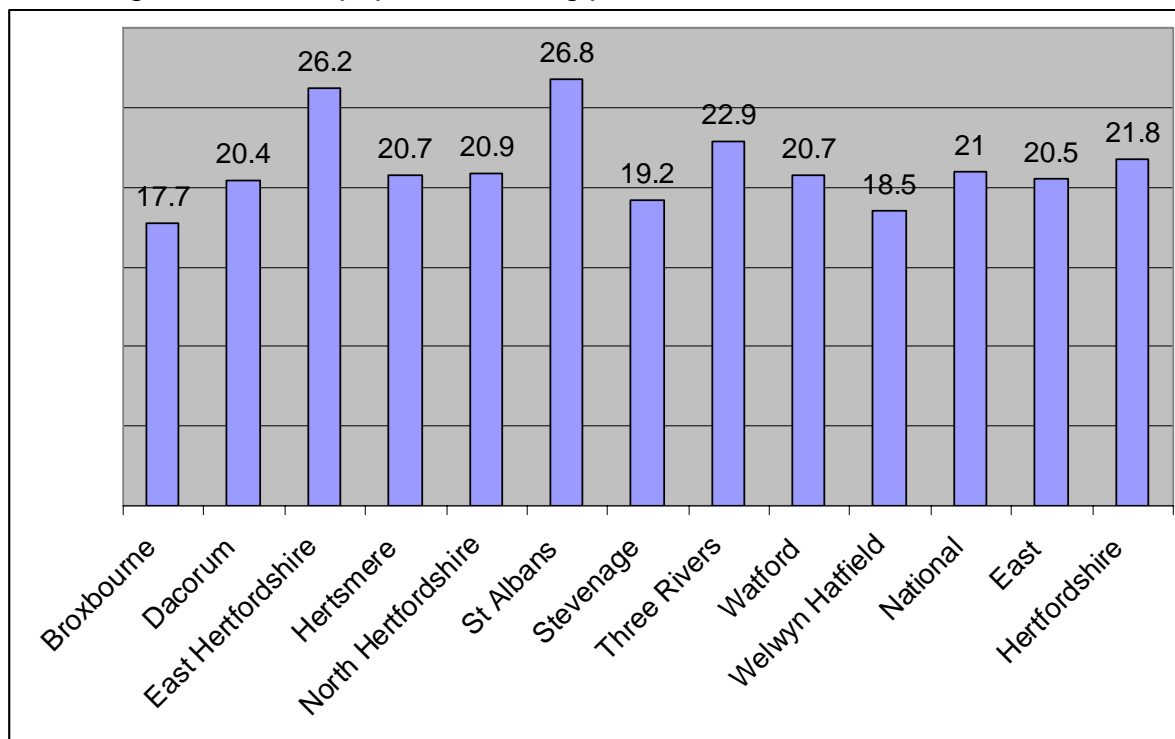
The proportion of adults taking part in 3 x 30 minutes of moderate intensity sport and physical activity in Hertfordshire is just over the national rate of 21%. As demonstrated below; there are slightly more male than female participants although the proportion of females participating in 3x30 minutes is above the national rate for females. An ageing population is also an increasingly inactive population, there are a greater proportion of white than non-white people participating and a significantly lower proportion of people with a limiting disability than those without participates. The highest rates of participation are found in the socio-economic groups A and C1 (small employers and own account workers).

Percentage of the adult population in Hertfordshire taking part in 3 x 30 minutes of moderate intensity sport and physical activity



The highest rates of participation in 3 x 30 minutes can be found in St Albans and East Hertfordshire where the rate of participation is significantly higher than those in all the other local authorities.

Percentage of the adult population taking part in 3 x 30 minutes of moderate intensity sport and physical activity



The use of the 3 x 30 measure is arguably not the best measure of participation. For example, this measure will not include a participant who has exercised for two hours in one day. It is perhaps more useful to look at the frequency of population and more significantly the level of inactivity (zero days). Half of the adult population nationally is inactive (50.6%). In Hertfordshire there are actually more active people than inactive (46.2% of the adult population participated in zero days activity).

The colour key below demonstrates the position of each local authority in relation to all local authorities in the east region.



Participation frequency of the adult population

	Zero days	1 to 3 days	4 to 7 days (1x30)	8 to 11 days (2x30)	12 or more days (3x30)	Combined PRs
LA Area	%	%	%	%	%	
St Albans	39.24	10.72	13.73	9.51	26.81	60.76
East Hertfordshire	42.01	8.21	13.54	10.04	26.20	57.99
Three Rivers	44.18	9.69	12.15	11.09	22.90	55.82
Dacorum	44.95	9.79	14.94	9.87	20.45	55.05
Watford	47.14	11.63	11.16	9.36	20.71	52.86
North Hertfordshire	47.81	9.15	12.44	9.67	20.93	52.19
Welwyn Hatfield	49.02	11.33	12.77	8.40	18.48	50.98
Hertsmere	49.38	10.36	10.93	8.60	20.73	50.62
Broxbourne	51.12	9.84	13.35	7.95	17.73	48.88
Stevenage	52.85	8.74	10.94	8.25	19.21	47.15
National average	50.6	8.7	11.8	7.8	21.0	

KEY: 48 LAs	Upper 16	Mid 16	Lower 16
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Appendix Eight

Job Descriptions and staffing structures for NGB posts in Hertfordshire

1. County Training Officer - Lacrosse

Time Frame Start date – between 1st April 2007 and 30th of September 2007.
End date - 31st of March 2010 or 3 years from the agreed start date

Project costs

	Cost in £	Partnership funding in £	Sport England Region funding Request in £
County Training Officer (.5 FTE post)			
Year 1	11,810	7875	3935
Year 2	11,810	7875	3935
Year 3	11,810	7875	3935
Total	35,430	23,625	11,805

Full project costs breakdown is detailed within the document

KPI Measures Outlined in separate document focusing on Activity, Output and Outcome and through East Regional Strategy, Regional KPI breakdown, and East Workforce Development Plan.

County Training Programme 2007 – 2010



- To provide a targeted programme to assist schools in the development of PE and teaching FUNdamentals to KS2 children and Learning to Train principles to KS3 and KS4 children to create sustainability in an expanding schools development programme in the county.
- To increase and maintain school participation through facilitating a range of courses for deliverers to become qualified.
- To provide enhanced provision in clubs by training High Level coaches to work within the programme.
- To provide a programme to assist in the identification of new coaches, young leaders, AOTTS, and teachers.

County Training Officer

- To organise, implement, manage and monitor the Lacrosse County Training programme in Hertfordshire in partnership with clubs, CSN's, SSP's and Herts Sport.
- To create an identification system, in conjunction with clubs, CSN's, SSP's, and Herts Sport for future courses and participants.
- To develop and provide a mentoring system for teachers and young leaders involved in delivering curriculum and extra-curricular sessions.
- To work alongside the high level coaches and key club volunteers in developing the club's and school's workforce, especially newly established clubs through delivery in new areas and SSP's.
- To provide a monitoring and evaluation system for the county training programme to measure the number of students participating, number of teachers, coaches, young leaders linked to delivery system providing high quality sessions on a regular basis.

Work Programme

Welwyn/Hatfield
 North Herts
 Dacorum
 Stevenage
 Watford
 Three Rivers
 St Albans/Harpenden
 Broxbourne
 East Herts
 Hertsmere

Skills required

ELA level 2 coaching certificate.
 ELA Qualified Tutor for Coaching and Officiating.



Experience of working with volunteers and teachers.
 Previous and relevant planning and co-ordinating experience.

English Lacrosse/Herts Sport Training KPI's

KPI	2008	2009	2010	TOTAL
Increase the amount of school based participants	2900	3500	4300	10,700
Increase the number of KS2 trained teachers	100	120	150	370
Increase the number of KS3/4 trained teachers	20	25	30	75
Increase the number of trained Young Leaders (Step into Sport)	25	30	35	90
Increase the number of Club Based NGB Level 1 Coaches	10	10	12	32
Increase the number of Club Based NGB Level 2 Coaches	3	4	4	11
Increase the number of trained AOTTS	10	15	20	45
Increase the Number of Referees and Umpires	30	30	30	90

Glossary of Staffing Terms

Programme Manager- The Programme Managers (often volunteers) are local experts based at recreational clubs and schools. The PM's decide on the focus of the work in the area and the relevant annual targets to be delivered.

The PM's organise all aspects of the development programme at local level including staff, schedules, resources and finances. They will all sit on local strategy groups and produce, deliver and evaluate their own club or area strategy on an annual and four yearly basis.

English Lacrosse supports these programme managers through regional staff and the National Volunteer Officer.

Local Development Officer (LDO)- The LDO's are peripatetic coaches based at a local club working in local schools, extra curricular sessions and club junior coaching programmes.

Their primary tasks are to teach in a network of local schools, organise and coach in extra curricular sessions based at local schools or clubs, organise inter school competition and recruit children into club junior lacrosse programmes. The LDO will also be assigned a role within the recreational clubs coaching staff.

The LDO's also provide a communication pathway for English Lacrosse to promote its education programmes in coaching, officiating and volunteering.

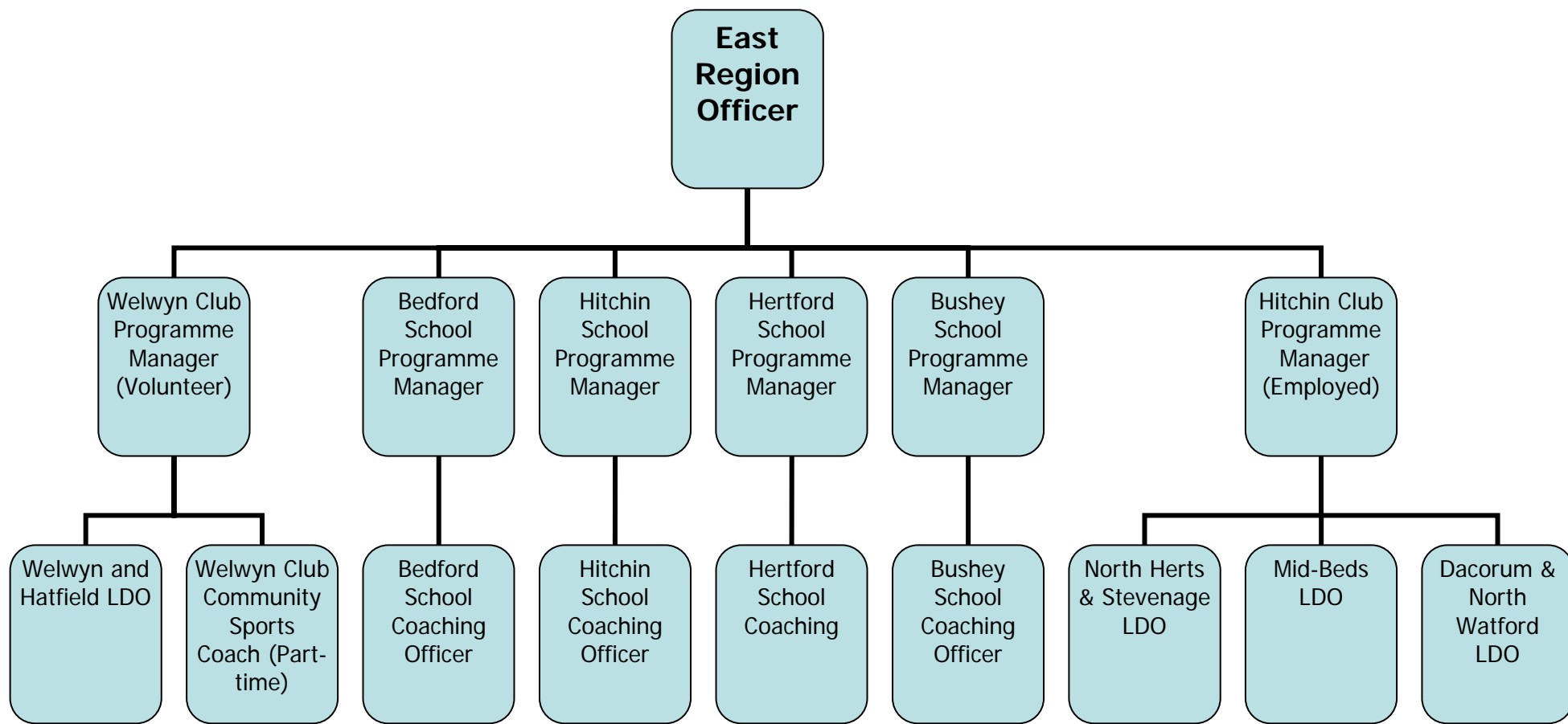
The LDO programme has been adapted to be able to deliver in all areas such as an inner city environment through to very rural areas.

School Coaching Officer (SCO)- The SCO's are based primarily in one school. Their primary work is in the PE departments, coaching and teaching a wide range of sports but with a focus on Lacrosse. They will teach, coach, officiate and manage a competition schedule for lacrosse as well assisting with the implementation of the whole lacrosse curriculum.

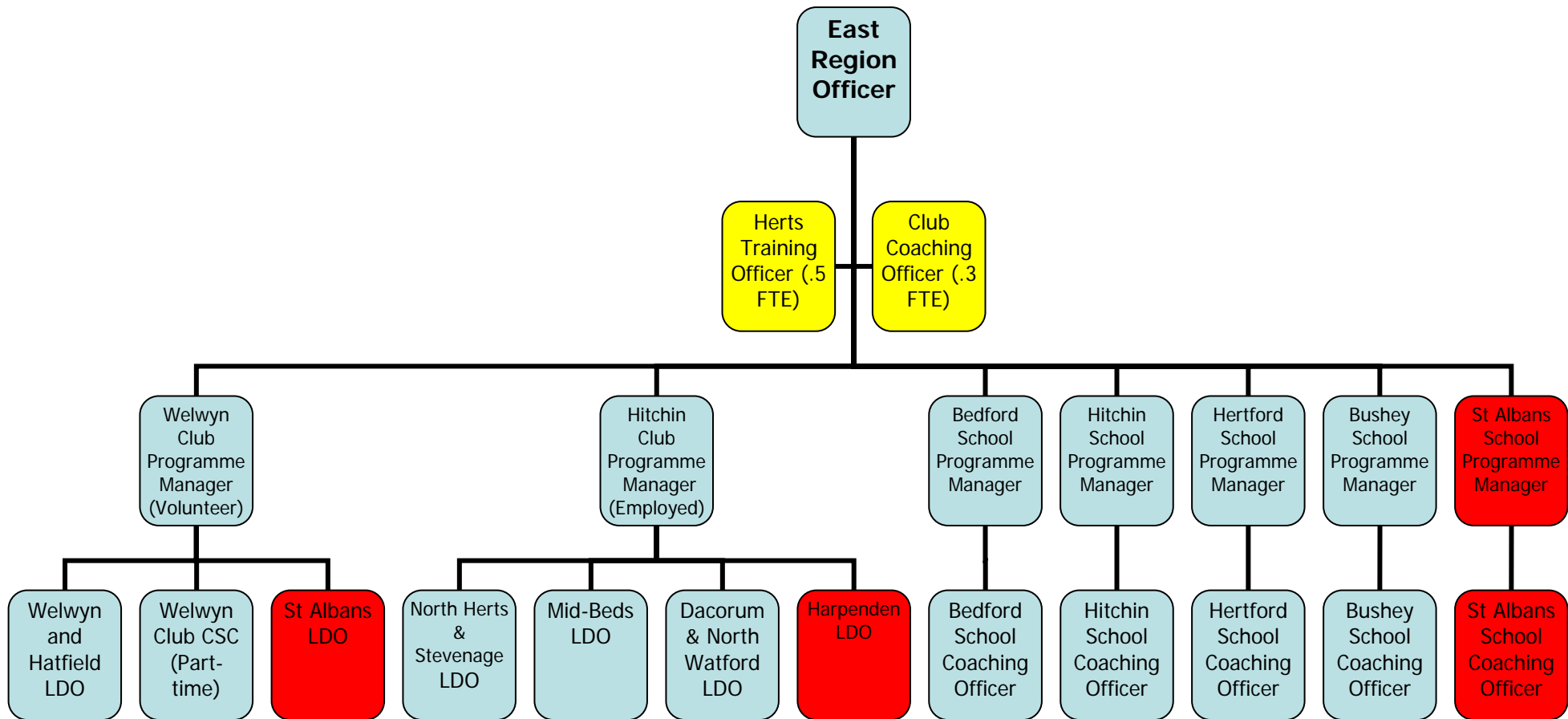
The SCO programmes are encouraged to build out reach programmes to allow the local areas to access their coaching expertise. A number of SCO's now organise extensive programmes and work on various club camps and clinics.

The SCO programme is now an essential tool in supporting the girl's game in schools and has assisted in increasing the number of schools competing regularly in lacrosse.

Current Staff Structure for East Region



Proposed Staff Structure for East Region



* Posts in Red are new posts for 2006-2007

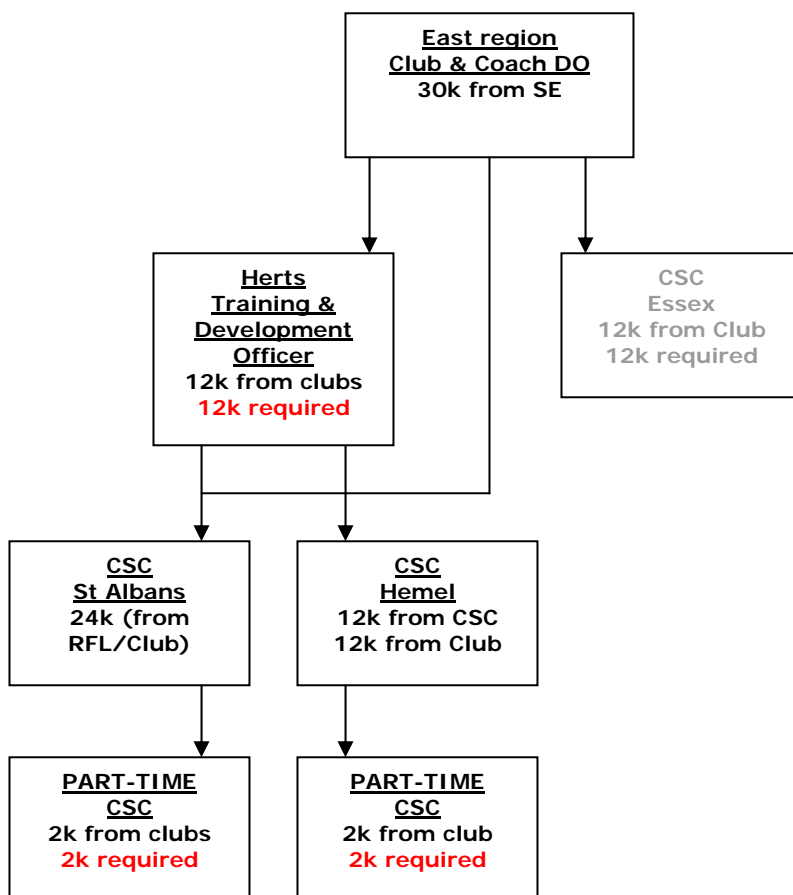
* Posts in Yellow are subject to funding applications through CSP Workforce Development Plan and Regional NGB Club and Coach Fund

1.5.34 Herts Rugby League Service Area Workforce & Development officer

	Reporting to:	RDM (London and the South) or East Regional CCDO when/if in place
JOB DEFINITION FORMAT	Department:	Linked to the RFL's Community Development Dept.
Job Title: HERTFORDSHIRE RUGBY LEAGUE SERVICE AREA WORKFORCE & DEVELOPMENT OFFICER	Date of Completion:	August 2009
Job Purpose:	To develop the Rugby League workforce in Hertfordshire <ul style="list-style-type: none"> • Volunteer development/recruitment/coordination • Staff management/training/development 	
Key Tasks in Role:	<p>Volunteers</p> <ul style="list-style-type: none"> • Recruitment (marketing, communication, accessibility, partnerships) • Retention (Rewards, training, coordination, support) • Development (courses) <p>Staff</p> <ul style="list-style-type: none"> • Management (support, regular, bespoke training) • Development (courses, 'on the ground' support) <p>Coaches</p> <ul style="list-style-type: none"> • Coach Education (sports specific and generic, bridging support) • Coach development (STEPS courses, coaching pathway, individual plans) <p>Officials</p> <ul style="list-style-type: none"> • Match Officials recruitment courses, development courses etc. • Coordination of 1to1 support for new officials 	

	<p>Clubs</p> <ul style="list-style-type: none"> • Support and training for club committee members (management etc.)
	<p>PERSONAL SPECIFICATION</p> <p>Desirable</p> <ul style="list-style-type: none"> • Experience of working within either RL (in a professional or voluntary capacity), a national governing body of sport, Local Authority or other sport related environment <p>Essential</p> <ul style="list-style-type: none"> • Knowledge and proven track record in the training and development of people • Excellent written and verbal communication skills • A positive attitude to Information Technology in carrying out the responsibilities of the post with working knowledge of Microsoft Word and Email • Proven experience of preparing plans and prioritising work effectively in order to achieve short, medium and long term objectives • The post holder must hold a full, valid driving licence

£16,000 required per year to put in place the following:



Triathlon

Triathlon Development Officer in Hertfordshire

Triathlon is one of the fastest growing sports in the UK; participation in Triathlon has grown at a rate in excess of 10% year on year for the last four years and offers a unique opportunity for all people to take part in a lifestyle sport in which people can compete in from the ages of 8-80. Triathlon is a sport that focuses on self improvement and attracts people of all level of fitness and ability. Triathlon also offers a different physical activity opportunity for young people who may not be motivated by the more traditional sports, it can offer a pathway in to its disciplines (swimming, cycling and running).

Triathlon in Hertfordshire is in a very strong position and is going from strength to strength with one established junior club Tri-Force looking to develop their junior section further and another established adult club FVS in partnership with Hitchin Boys Tri developing a junior section from September 2007. Tri-Force have already enrolled in Clubmark and are currently working through the pack and FVS Tri are currently working towards Starmark, British Triathlons accreditation of a quality run club for senior triathletes and plan to work towards Clubmark as soon as the junior section is established.

As a sport Triathlon is a little under 30 years old and hasn't got the infrastructure and clubs that the more established sports have. In order for Triathlon to continue to develop at such a fast rate it needs to build up its structure and human resource to cope with its development. Community Sport Coaches offer a unique opening to offer more opportunity for young people to participate in Triathlon and its associated disciplines.

Triathlon can provide opportunities for young people to take part in a sport from fundamentals through to the competitive phase ensuring that people can start, stay and succeed in the sport of their choice. A Triathlon Development Officer in Hertfordshire would enable the development and promotion of school club links which in turn will feed in to the junior clubs. This has been identified as a priority for Tri-Force in previous audits but as the club is newly established they have been concentrating on laying down the foundations to cater for growth. The development of the partnership between FVS Tri and Hitchin Boys School ensures coverage of the majority of the county.

A similar type of position has been proven successful in other counties of the Eastern Region. In Cambridge there are three part time CSC (total of 38 hours per week) have been extremely successful and have established a total of 11 clubs in primary schools and secondary schools and a have waiting list of five schools. In Norfolk where Tri A Sport have been awarded £67,000 through Community Investment Funding over three years to develop and promote triathlon within the county CSCs have been used to increase participation of triathlon and its related multi sports along with developing school club links, which in turn has increased membership in the junior club.

In each of the counties with CSCs an inter-regional school aquathlon is being established. The end vision is that all counties within the Eastern Region will have representation and this would be one of the roles of the CSC. It is hoped that the inter-regional championship will create an endpoint and a goal for the children competing. By increasing the baseline participation in triathlon it is hoped

that this will eventually feed into the Eastern Region Talent Squad which gained third place in the Inter-Regional Championships in 2006.

The Triathlon post in Hertfordshire will allow more young people to start, stay and succeed in the sport of Triathlon and its disciplines of Swimming, Running and Cycling. Triathlon can offer a varied and exciting programme of activity for young people. The human resource provided by community sport coaches will ensure that Sport England's Key Performance Indicators will be met effectively and also evidenced.