

## ***ENGLAND ATHLETICS COACHING CONFERENCE “RAISING THE COACHING BAR”***

BOOK YOUR PLACE NOW BEFORE IT'S TOO LATE

On Saturday 6th December 2008 at the Lee Valley High Performance Centre coaches from all over the country will be invited to attend a series of workshops and coaching clinics delivered by some of the biggest names in World & British Athletics. Workshops will cover such areas as Fundamentals of Athletics, optimising technique and event specific training.

Some of the Biggest Coaching Names in British/World Athletics will be on hand to deliver at this year's Conference

Opening with a keynote address delivered by Fuzz Ahmed (well renowned coach, athletics personality and public speaker), Fuzz will set the ethos for the day 'Raising the Coaching Bar'. Fuzz will then go on to deliver two workshops throughout the day on the Fundamentals of Athletics and High Jump.

The keynote closing address will be delivered by world renowned coaching expert Frank Dick. Frank has worked with some of sports greatest performers including Daley Thompson, Boris Becker, Gerhard Berger and Katarina Witt and his training principles are recognised world over.

Frank will be on hand throughout the day to discuss coaching principles and will lead a workshop on effective planning for Combined Events Athletes throughout the morning. Other great names from the athletics coaching world delivering at this year's conference will include Tom McNab, Judy Vernon, Dave Sunderland and Mike McNiell

For further information please contact Scott Grace at [sgrace@englandathletics.org](mailto:sgrace@englandathletics.org)

### ***ENGLAND ATHLETICS ANNOUNCEMENT (21 OCTOBER 2008)***

Following intensive consultation across the sport over the past 12 months, we are today announcing proposals for a significant restructure of England Athletics.

Our proposals mark a fundamental shift from an organisation of nine semi-autonomous regional business units to a single national team with centralised administration and a greater proportion of staff and resources deployed directly in clubs and coaching at a local level. We will reduce core headcount by around 15 to 20 staff and redeploy approximately half a million pounds into clubs and coaching. We believe that the future of the sport lies in the hands of volunteers and this restructure will enable us to support them with a more consistent, higher level of service.

We have three core objectives:

- . To increase participation across a wider cross-section of the community
- . To improve the quality of experience of every participant
- . To support the development of the next generation of champions.

In the run up to London 2012, the sport of athletics has an opportunity to capture the public's attention like never before, and it is our responsibility to ensure a sustainable legacy in clubs, schools, coaching and competition that leaves the sport in a strong shape for years to come.

Our responsibility is to support and empower clubs, coaches and competition providers to raise their standards and embrace a wider audience. Our challenge is to lay the foundations for future success on the world stage by helping our clubs and coaches find talented athletes and guide them to the level of the UK Athletics world-class performance programme.

We recognise that continuous improvement in clubs, coaching and competition requires direct financial investment. Our role at England Athletics is to secure funding on behalf of the sport from sponsors, government and key partners such as UK Athletics and Sport England, and to distribute those funds as directly as possible into clubs, coaching and competition.

Over the coming weeks we will be announcing exciting new plans to invest money in athletics in schools, clubs and coach development programmes. A key proposal is the development of **Athletics Networks**, clusters of clubs working together with schools, universities and colleges to raise standards in their designated areas.

We believe that the needs of athletics will be best served through a consistent national strategy, implemented at a local level by well-trained staff working directly with our clubs and coaches.

We believe that athletics competition, other than at national championship level, can be best delivered by established competition providers and we will support them wherever possible to deliver a revitalised competition structure that benefits all of our athletes.

We believe that our customer services functions, and the administration of coach, officials and teacher education courses and development events, could be provided most efficiently and cost effectively by a single centralised administrative team, rather than by the current system of nine autonomous regional business units.

Our proposed new organisation will be as follows:

- . Spearheaded by a team of up to **19 field-based Club and Coach Support Officers**, deployed across the country. Their role will be to directly support clubs and coaches in their designated areas, working in partnership with the elected Regional Councils that represent the volunteers in their areas.

- . The Club and Coach Support Officers will be grouped into three teams under the direction of **three Team Leaders** who will be responsible for their performance and professional development and for working with local authorities to influence planning agendas and attract further local investment into the sport.

- . We will deploy additional development officers and development coaches, where appropriate, within Athletics Networks. These may be employed directly by the Athletics Networks or sit within the England Athletics organisation on fixed term contracts, depending on local circumstances.

These changes will impact on the following posts:

. The existing **10 Regional Manager posts**, and the **28 regional development posts** (a combination of Regional Performance Development Co-ordinators, Coach Mentors, Athletics Development Officers, Event Co-ordinators and Community Sport Coaches) will become redundant.

. The **15 regional and head office administration posts** will be replaced by six central posts, under the direction of a new Education and Athletics Services Manager.

It is envisaged that many of the existing incumbents of the redundant roles will successfully transition into the new Club and Coach Support Officer, Team Leader or central administration roles.

The positions of Chief Executive, Head of Marketing and Strategy, Head of Coaching, Events and Logistics Manager plus the current finance team of one Financial Controller and two Financial Administrators will be unaffected.

There will be a **net headcount reduction of around 15 to 20 posts**. We will look to achieve this reduction through voluntary redundancies wherever possible, but compulsory redundancies may be required. We will commence a 30-day collective consultancy process immediately in line with statutory employment obligations. An intensive interview process will commence as soon as possible following consultation and we would like to have as many new posts as possible filled by the start of December.

As a result of these staff changes **we will close 10 regional office facilities**. The new Club and Coach Support Officers and Team Leaders will be field based or based at hot-desk facilities provided by clubs or high performance centres.

The proposed changes will create **savings of around £500,000** that we will redistribute directly to Athletics Networks and coach development.

The vital role of our volunteer Regional Councils will continue. The Councils play an essential leadership role in co-ordinating and supervising interaction between volunteers and employed staff to further the development of the sport. The Board has asked Cy Knibb, the Chairman of the England Council, to initiate a consultation process with the Regional Chairs and Council members to recommend new structures and terms of reference for the Regional Councils to best support the sport going forward.

John Graves – Chairman

Mike Summers - Chief Executive

# Delivering the Outcomes

## Frequently Asked Questions Document

England Athletics has, in partnership with UK Athletics, produced a strategic plan for the sport in England. The plan sets in place the foundations for the future of the sport, to leave a lasting legacy post London 2012 and pave the way for Olympics success in 2016 and beyond.

This plan has been produced to enable us to deliver step change in a specific number of work areas, in particular coaching and club development.

This national strategy will aim to provide both focus and synergy nationwide in **what** we deliver, **who** we deliver it to and **how** we deliver it.

This strategic plan will also directly influence the allocation of core funding for the next four year period (2009-2013) from the organisation's main investor, Sport England, to grow, sustain and improve standards in athletic performance across England.

The sport enters an exciting yet challenging period. With less than four calendar years remaining until the 2012 London Olympic and Paralympic Games, the sport of Athletics is faced with a significant challenge and we must be focused to accept this challenge.

### **Our objectives are three-fold...**

- 1 To **increase participation** across a wider cross-section of the community
- 2 To improve the **quality of experience** of every participant
- 3 To support the development of the **next generation of champions**.

### **What is key to achieving this?**

We believe that, first and foremost, our two core focuses should be:

- 1 Supporting and developing the quality of coaching through the delivery of a consistent national strategy
- 2 Supporting and helping raise the standards of clubs through focused support and investment. Applying a consistent framework to this work across the whole country whilst remaining flexible to local needs.

In addition, we will provide consistent and focused programmes to support the development of:

- Facilities
- Officials & Volunteers
- Athletics in schools
- Competition, particularly for young people
- Mass Participation events

Particularly focus will be given to increasing participation amongst young people and specific under-represented groups.

### **What are our key principles?**

- Keeping bureaucracy to a minimum, getting as much resource (people and finance) focused on supporting delivery of activities at a local level. For example, staff working with clubs and coaches on a day to day basis; investment going direct into local Athletics Networks to pump prime activity.
- More consistency in how we work across the country – a consistent understanding and application of what we **will** do and what we **will not** do.
- Realising that we cannot be responsible for the delivery of all athletics activity. We must focus and, where appropriate, work with external partners who are best placed to deliver. We will play a commissioning, enabling and support role to others in such situations.
- Applying a single consistent process for funding clubs and coaches – at present we have nine different strategies.
- Delivering a consistent high quality of service through a central education and customer service team.

#### EA Past

9 autonomous strategies

10 regional managers

28 development staff, mix of roles, largely regional office based

Education and events administered regionally

11 offices

#### EA Future

1 national strategy

3 area team leaders

19 field-based Club & Coach Support Officers with clear roles and territories

Education and events administered centrally but with presence in each area

1 office

### **How will we deliver the core priorities?**

- We will restructure to ensure maximum impact of available resources at a local level
- We will no longer operate as nine autonomous regional business units.
- All administrative functions will be centralised in a newly formed central team. This team will service the coach, teacher and official's education needs and will provide a generic administration service to England teams, championships, affiliation and events programmes. This team will be based in the West Midlands but could include some remotely based staff.
- Our proposed new organisation will be spearheaded by a team of 19 field-based Club and Coach Support Officers, deployed across the country. Their role will be to directly support clubs and coaches in their designated areas, working in partnership with the elected Regional Councils that represent the volunteers in their areas.

- The Club and Coach Support Officers will be grouped into three teams under the direction of 3 Team Leaders (North, Midlands/SW and South) who will be responsible for their performance and professional development and for working with key (but not necessarily all) local authorities to influence planning agendas and attract further local investment into the sport.

- A small central team will lead on strategies and programmes for areas of work such as Coaching, Club Development, Marketing and Communications, Competition Development & International Teams, Human Resources and Finance.

- We will set up a new coach mentoring structure to enable the cascading of coaching best practice across the whole country and across all events. (More details on this will be announced in the coming weeks.)

- There will no longer be nine regional budgets. These will be one national budget that will be managed centrally and distributed in three ways:

- Directly from the centre straight into local projects and through national initiatives such as Athletics Networks, to deliver club development, coach development, communications, competition, events, officiating and the like (in consultation with area teams where appropriate and in some cases budget will be distributed to area team leaders to allocate to projects)

- Directly through each of the three area teams who will have an area budget allocation on an annual basis to support team operations and regional council activity such as awards programmes.

- Commissioning relationships with key partner organisations to deliver specific programmes where we are not best placed to deliver the outcomes i.e. Sub & National Competition through organisations such as the ESAA, Sportshall Associates, Quadkids, Territorial & County Associations

## **KEY ENGLAND ATHLETICS STRUCTURAL CHANGES**

### **Team Leaders**

The three Team Leaders' key functions shall be focused on the following work areas

- Management and mentoring of staff – managing recruitment and appraisal processes associated with this (within national policy guidelines)

- Influencing the development and investment in new and existing facilities in their area (focusing on specific projects and area hot spots – not all things to all people)

- Forging close links and maintaining relevant contact with respective Sport England regional teams, YST and Sports Coach UK staff.

- Working with pivotal local authorities to influence investment into athletics (particularly NI8 areas, growth areas and local planning frameworks)

- Managing the UK School Games selection process in the area – this will be a commissioning role, not delivery see later

- Working to a national blueprint and supporting the Competition Transition programme (as part of a partnership with UKA) helping to broker partnerships with key competition providers in the respective area
- Supporting the Head Of Coaching to implement coach support programmes such as area conferences and mentoring schemes (in conjunction with area CCSOs and Regional Education & Event Coordinators).
- Working with each respective council in the area to coordinate the annual awards programmes within a consistent nationally designed framework
- Working with the national lead and area team to manage the implementation of club and Athletics Network support events and managing the general club development fund for the area (*outside the national Athletics Network programme fund that will be managed centrally*)
- Working in close partnership with each of the regional councils within their designated areas as advisors to the area team and a key communicator with the volunteers

### **Club & Coach Support Officers**

These roles will supersede the existing role of Regional Performance & Development Coordinator (RPDC). The role of the Club and Coach Support Officer will be more focused on providing direct support to coaches and clubs.

CCSOs will not work on a regional basis but will be aligned to county or metropolitan areas. Each CCSO will service an average of two or three counties, utilising the extensive volunteer network in clubs and paid infrastructure provided in each area through CSPs, Local Authority Sports Development, SSPs and the Competition Manager network.

A summary of the key responsibilities will include:

- To lead the support of Athletics Networks, ensuring compliance with funding agreements and to provide guidance, ideas and practical support, particularly around induction programmes, welfare, policies, procedures, coaching structure
- To support other affiliated clubs working outside the formal Network programme with advice, guidance and support in completing funding applications to the area general funding scheme
- To manage relationships and communicate effectively and in an appropriate way with County Athletics Associations in each area, specific schools, competition managers and CSPs to benefit coaches and clubs
- To support the delivery of local events, workshops and seminar programmes aimed at clubs and coaches within a national framework.
- To identify and work with volunteer and professional coaches to support their development through:
  - Being accountable for the delivery of support to coaches in terms of Strength and Conditioning, Psycho-behavioural skills, Fundamental Movement skills and Lifestyle.
  - Arranging for relevant event specific coach mentors to work with individual coaches

- Effective management of small budget to initiate and support group and individual coach and mentor activity as well as providing specific opportunities as tailored for each coach.

- To manage the local Flying Coach programme
- To lead implementation of Clubmark within their local area
- To lead the formation of relationships with key facility providers to benefit coaches and athletes working beneath WCP level – i.e. HIPACs, EIS, HE/FE sector
- To work alongside existing Talent Development structure to improve development opportunities for athletes beneath WCP level

Extensive training and continuing professional development will be provided for people undertaking these specific roles to enable them to deliver highly quality support to clubs and coaches.

### **Geographical spread of CCSOs**

Our proposed spread of CCSOs, to align with numbers of clubs, affiliated members and overall population is as follows:

- North – 6
- Midlands – 6
- South – 7

*N.B. CCSOs will be assigned geographical areas to manage. This will be determined by the Team Leader in each area but in some cases will not be confined to existing regional boundaries.*

### **Education and Event Administration**

- This work will now be delivered by a central team
- This team will provide organisation and of all coach, teacher and officials education across England. They will also have a key role to play in relation to event organisation such as awards and conference events.
- Online payment and application for courses will be coordinated centrally using the new website (with a target launch date of January 09), all data entry / license production will also be collated centrally
- Resources will be ordered centrally and distributed to venues/tutors
- Tutor payments will be processed centrally and timesheets collated
- The central team will include two types of role:
  - o **Education Co-ordinators** designated to each of the three designated areas and possibly based within each area. These co-ordinator roles will cover:
    - Course design and programme layout
    - Venue hire



- Tutor Hire
- Logistics for key events and seminars – i.e. area conferences, awards etc...
- Web / Communication in partnership with National Communications Officer

o **Customer Service Administrators** performing a central support function, with a focus on handling inbound phone and email enquiries, providing a first-line support function for all of our partners and managing bookings, resources, payments and databases for all courses and events

### **Why this approach?**

- Save duplication of effort, particularly in accounting and system production and to ensure the provision of high quality courses at all times
- Coordinated seasonal planning of courses consistent across the country and to ensure strategic application with respect to organising higher level courses (levels 3 and 4 in coaching)
- To get consistency in approach and to ensure best administration processes are applied at all times
- To work closely with the head of coaching and development to ensure alignment with evolving coach development policy (technical and generic)
- The administration team will continue to provide a focused local service but will be based in one central team (although not all necessarily central office based), thus saving costs on nine regional offices
- To ensure consistent and focused support is provided for officials' development in each of the three designated areas.

### **Who will deal with Coach Education logbook completion and management?**

It is proposed that the central administration team will manage this in the long term. All log books and associated coach education enquiries shall be forwarded to England Athletics centrally once the new structure is complete. In the meantime it is business as usual.

### **And Officials Assessment Paperwork?**

As above – we are expecting this to be dealt with by England Athletics as well but more information will be provided around this work in the near future.

### **What is the role of the National Club Development Officer?**

A **National Club Development Officer** will lead

- 1 Athletics Networks – policy, templates, best practice
- 2 Influencing work priorities of the 19 club and coach support officers
- 3 Clubmark – process, benchmarking and communication

4 Volunteering campaigns in clubs and communities – working with national communications officer and UK Athletics to lead

### **National Coach Mentor & Development Coach Structure**

This work is still under the final stages of development and is subject to confirmation of Sport England funding. Further announcements will be made shortly.

### **What are the proposed plans for the existing nine Regional Offices?**

- It is proposed that regional offices will cease to exist as they do at present but full details of this transition will be relayed in due course. The Team Leaders will be charged with considering whether it is a necessity to identify possible hot desk space in the new structure however it is our aim is to reduce overheads and to be field based as much as possible.
- Offices or meeting rooms can be hired for specific causes (such as council meetings) but evidence has shown us that with modern technology at our disposal, it is possible for our staff to work effectively on a remote basis.
- We shall seek to use club facilities and HiPACs wherever possible for two reasons.
  - Keep costs to a minimum
  - To get out to our constituents – making the most of our grass roots facilities
- There will continue to be a head office where some of the National Staff will be based (although many of these posts shall be flexible in their nature)

### **What is the role of Regional Councils moving forward?**

- We envisage that the regional councils will continue to deliver a key advisory function within the existing nine regional areas, providing a coordinated voice for the affiliated sport and to shape the delivery of national policy.
- The regional councils will play a key role in advising the Team Leaders on the implementation of national policy at a local level. Team Leaders will each directly support three regional councils.
- The Board has asked Cy Knibb, the Chairman of the England Council, to initiate a consultation process with the Regional Chairs and Council members to recommend new structures and terms of reference for the Regional Councils to best support the sport going forward.

### **Will grassroots support suffer?**

Quite the opposite. We believe that the new structure will enable us to be more responsive to the needs of our constituent clubs, coaches and competition providers.

- Existing regions will continue to be supported by EA team members through the CCSOs, working directly in the existing regional area to directly support coaches and clubs.
- Area Team Leaders will continue to support council activities and ensure the views of the volunteers are gauged.

- Education Coordinators and the central administration team will continue to support volunteers through the provision of courses and events.
- Coach Mentors will be deployed through clubs and area events to work directly with coaches in a consistent way in existing regional areas.
- Many clubs will be involved in the Athletics Networks programme and other clubs will be supported through general support as at present. They could also benefit from additional grant aid provided in a consistent way across the country.
- Competition agreements will be brokered with organisers in the area that will benefit the existing regions.

We believe we have proposed a delivery structure that will improve the way existing regions are supported at present with more resources allocated to delivery.

### **SUPPORTING THE PROPOSED NEW STRUCTURE**

We plan to have the proposed new structure in place by 5th January 2009. We will be providing an intensive, coordinated team building and professional development programme during the early weeks of 2009 to ensure that we build

- Strong positive England Athletics team culture
- Clear focus for all
- Shared England Athletics team behaviours and values
- Good technical knowledge and understanding of the roles and responsibilities

Full details of this work will be relayed as soon as possible

### **What about the period between now and March 2009?**

- We will twin track the restructure process with ensuring that we maintain delivery against our 08/09 delivery plans. Existing budgets will be aligned to current programmes during this time. *See later on our policy towards honouring existing agreements beyond that date*
- It will be possible for some of the areas to transfer into the new system sooner than others, dependant upon the outcome of collective and individual consultations to drive this new challenge. We will expect uniform delivery of the new strategy by April 2009. An extensive CPD programme will be provided in the New Year to support people in their new roles.

### **What about support beyond this time?**

A coordinated and regular programme of training and CPD will be offered to staff to enable them to deliver core functions – these programmes will be coordinated centrally and delivered through internal staff and external agencies. CPD processes will be aligned to the performance management process

### **THE SPORTS LANDSCAPE IS CHANGING**

- Sport England will no longer work through its nine regions as it has in recent years. Regional Sports Boards will no longer provide the same function and Sport England regional offices

will have no direct responsibility for the distribution of lottery funding for project delivery. The relationship between Sport England and England Athletics will be more focused at a national level as it will be with other government agencies and will be light touch in the existing regions. We believe that a lot of good work has been initiated during the formative years of England Athletics – the fostering of relationships in many cases has meant that England Athletics is able to maintain these relationships with a lighter and more focused touch.

- The local sports development infrastructure available to support the delivery of our outcomes is extensive and should be accessed. We would urge our area teams to maximise the use of local authority sports development, County Sports Partnerships in the search for additional investment into athletics and also to provide clubs with generic support around funding and planning (especially in athletics networks areas), The SSP structure including PDMs, SSCo and Competition Manager structure offers a fantastic resource to benefit our clubs at a local level in promoting and extending athletics activity.
- Clubs should be encouraged to work alongside other clubs as part of local community sports networks – maximising resources and planning with other sports clubs to improve facilities at a local level.

### **What will happen to other areas of work such as Disability Road Running and Sportshall / Startrack?**

- We plan to create three tri-regional **disability athletics coordinator positions**, funded through the Playground to Podium initiative and hosted by UKA. These post holders will seek to provide leadership and support to coaches, clubs and to competition providers to ensure alignment to the UKA Strategy, creating a clear pathway for progression for potential Paralympic athletes.
- These coordinators will support existing disability athletics development groups in the existing regions, where they exist, and will also be a core member of the area team. They will work closely with regional EFDS staff, DSE and other disability sport organisations. They will also seek to influence the area Club & Coach Support Officers to ensure integration of disability activity into Athletics Network activities, coach development programmes and key events and education courses.

### **Who Will Deliver Competition?**

- England will only organise competition at a national level. We will continue to offer a range of England Athletics National Championships, however, this is the only level of competition we propose to organise ourselves. We will integrate some of our national championships into existing events as we do at present.
- We shall work to commission and in some cases simply support other competition providers to deliver high quality competition at area regional and county level. In some instances this will be through the development and financing of service level agreements between EA and commissioned bodies, such as area territories and where necessary regional/county associations (many will require only advice and guidance, some may require investment)

- These core relationships will be brokered nationally and supported through the Team Leader structure.
- It is our aim to commission a Competition Transition Project in partnership with UK Athletics to help catalyse this work.

### **What About Inter Regional Representative Teams?**

- England Athletics will continue to offer opportunities for athletes and their coaches to benefit from international competition where it contributes towards growing the next generation of senior athletics champions, mainly at U20, U23 and Senior Level.
- We plan to continue to coordinate the selection and representation of nine regional teams in the UK School Games up to 2011. These teams will not be managed directly by England Athletics staff although we will work to assign an appropriate management team through our three Team Leaders.
- We do not plan to enter any existing regional teams to any other competition unless it contributes to our overall aim of growing the next generation of senior athletics champions on the world stage.
- We will encourage County Schools/Club Associations to award vests for good performances and also support the English Schools to provide international opportunities for aspiring champions at U17

### **Schools & Club Competition – Modified Formats**

- We will work with Sportshall Associates and Quadkids at a national level to commission and support them to continue to offer broad coverage of the Sportshall and Quadkids competition programmes in both clubs and schools up to 2013. We shall strive to support this activity through public and commercial funding.
- We will support and encourage them to foster and maintain relationships with existing organisers locally as much as possible and we shall support them with enhanced marketing and resources as the preferred competition formats for young people in schools.
- We will not be directly organising Sportshall or Quadkids competition. This should be done wherever possible through local clubs (or Athletics Networks) local authority sports development or Schools Sports Partnerships (competition manager networks). We shall seek to provide the necessary resources to enable this to happen including the provision of finance directly into local clubs and to Athletics Networks, as well as working alongside partners such as Sportshall to offer a clear framework for schools athletics competition.
- Clubs and Schools should be supported as much as possible to deliver programmes such as star:track moving forward. England Athletics will not directly organise such programmes. These initiatives should be delivered locally wherever possible and EA will provide the support to enable this to happen, particularly through the investment of Athletics Networks.
- We aim to develop a close working relationship with the English Schools Athletics Association, brokering a service level agreement based on a long term working agreement to ensure the sustainability of their established programmes. We shall work in partnership with

ESAA to review their current award schemes nationally and the success of their schools cup programme to ensure continued evolution to meet the needs of both the state and private sector. The ESAA are an outstanding organisation with a great heritage in our sport and this should be supported.

### **What Relationship Will We Have With CSPs?**

This will vary of course dependant upon the respective CSP. However there are some core generic roles that CSPs can provide for us to support clubs and coaches in particular (especially if our work is focused on supporting Athletics Networks). CSPs will be able to provide us with support for clubs and their volunteers through Running Sport Courses and the like. This should be marketed to our clubs as we strive to improve the quality of club provision. CSPs can potentially host Athletics Networks core staff (at the determination of the respective network).

CSPs can also play a core role in influencing local authorities in specific areas, influencing the inward investment brought into athletics, especially relevant in growth areas. The area team leaders have a key role to play in supporting this process. Local Authority SportsDevelopment Teams can provide an invaluable resource in supporting clubs to achieve clubmark. Our CCSO structure will lead this but we should seek to train / advise other partners to help support clubs where necessary. CCSOs should enjoy the closest relationship with CSPs from all our staff. Athletics Networks should be encouraged to benefit from the generic services provided by CSPs where possible.

### **What about funding for Community Athletics Coaches and support to current PADOs where they exist?**

- This funding will, where possible, be aligned to Athletics Networks. No further commitments will be made to sustain existing county athletics development officer posts beyond this financial year (31st March 2009)
- We will honour any contractual/legally binding financial arrangement that is in place with a county sports partnership or other partner. Most of our current EA external invested posts are of one year duration. Wherever posts last for longer than March 2009, all efforts will be made to realign the work focus of such officers, to satisfy our core strategic direction as an organisation through working with host organisations.
- Where an external partner wishes to continue the funding of an existing post without our financial support, we should encourage them to align the work programme of such staff to our strategic direction.
- We will retain a county and local support service through the creation of our Club & Coach Support Officer structure – each officer will have a focused role that we believe will enable them to cover more than one county (maximum three)
- Athletics Networks will be allocated funding to deliver their own local plan (within a national framework and with our support) and this may include the employment of specific network staff – with coaching a key priority. The specific employment needs of the respective network should be defined by the clubs involved with our support.

- England Athletics will be piloting Athletics Networks in six areas from November onwards. The process for defining the next 44 (target of 50 by 2013) will begin in early 2009 and led by the new National Club Development Officer and supported by the new CCSO structure.
- We shall be working to define clearly what outstanding funding agreements we have in place with external partners now. Team Leaders will be responsible for managing the phasing of these relationships to the point of continuation of end once in post if they extend beyond March 2009. We will communicate this change to other funded partners whose agreements end on March 2009 by early November.

### **What About Our Existing Club & Coach Funded Programme?**

We are working with Sport England to agree to realign our existing C&C three year funded programme to our new delivery structure. This will ensure the continued allocation of funding to support coaching and club development. The funding is still available but will be redistributed in line with our national coaching and club development strategy.

### **What About Officials Education & Development?**

- *Please see previous section on administration structure* - The existing regional officials groups and area officials associations will continue to play a fundamental role in driving forward peer mentoring, selection and officials development with the support of England Athletics. We will try to encourage a formal relationship between EA and each of these associations, funding association seminars and conference programmes wherever possible. The expertise of volunteers in these organisations is outstanding and should be supported.
- We will work to provide officials education courses at Level 1, 2 (and hopefully 3 at the right time), working closely with each of the officials groups (made up mainly of County Officials Secretaries) to support the facilitation of courses where ever possible. There are currently officials' development groups in many of our existing regions. It is envisaged that these groups should continue to meet and share best practice, planning and delivery of activities that benefit officials. A member of our education coordination team will be assigned the link role between Officials and EA in each of the three areas.
- We shall work to improve the communication and representation of officials at a UK level through influencing UK Athletics and their policy making. We are currently still reviewing how best this should be achieved
- We hope to recognise the efforts of officials through offering reduced cost to courses, clothing and other resources wherever possible.

### **How about mass participation programmes such as Jog England?**

- It is our plan to commission external partners such as the Womens Running Network and parkrun to deliver some focused nationwide interventions to deliver our grow "mass participation" initiatives amongst priority groups and aligned wherever possible to our affiliated clubs.
- Funded by Sport England and commercial investment, it is our plan that the "Run In England" Programme will be rolled out nationwide and this relationship will be managed nationally by EA. This programme will supersede Jog England.

## **What About Equality, Safeguarding, Welfare & Inclusion?**

- We will retain the welfare and misconduct function centrally through its Welfare & HR Manager. A budget will be coordinated nationally to manage this work. Regional Councils will be encouraged to continue to support this work in line with our existing policies and procedures. UK Athletics will support this process where appropriate. Independent investigators will continue to be deployed to lead investigations where relevant. A nationally coordinated programme of courses for volunteers and paid staff will be provided and signposted wherever appropriate
- We are currently piloting a scheme with Street Games, Sportshall Associates and our regional team in the North West aimed at embedding leadership skills and athleticism amongst young people at risk of exclusion. Previous work with the Street Games agency in areas such as London have also been successful. It is our intention to develop and role out a single nationwide athletics programme to increase participation amongst minority groups beyond such pilots through the formation of such partnerships and including other organisations such as Quadkids and Street Athletics, thus meeting our objective of growing participation. Full details have yet to be defined but this will be coordinated nationally and it is our intention to fund this programme through a future “themed” round of Sport England investment when the time is right.
- These programmes will be aligned wherever possible to Athletics Networks and clubs within the network.
- Athletics Networks and volunteers should be signposted to generic training opportunities offered by external agencies such as CSPs wherever appropriate to improve their knowledge and capacity of such issues.