

**Snowsport England
Coaching Strategy 2010 – 2014**

A strategy produced with support from
Sport Structures Ltd

Executive Summary

Snowsport England is the recognised governing body for Snowsport in England. As the lead agency in sport specific coaching it works in partnership with clubs, facilities, schools, communities, higher and further education and other training providers.. Snowsport England has signed up to the UK Coaching Framework so are committed to developing a coaching system for snowsport that supports and develops coaches from all snowsport disciplines at all levels to provide participants with a high quality coaching experience. The UK Coaching Framework was launched by Sports Coach UK in 2008 with the vision to create a cohesive, ethical, inclusive and valued coaching system across all sports

Snowsport England's contributions to the UK Coaching Framework includes developing a Coaching Strategy to complement the Whole Sport Plan. The intention is to provide a clear direction for the development of snowsport coaching.. Data collection and interpretation, , has enabled definition of the following priority work areas:

- High Priority
- Building the Coaching Structure – create a system to develop quality coaches
 - Coaching Strategies – coaching strategies at a national, regional and local level.
 - Participant Development Model – create a model to establish a pathway for participants.
 - Coach Development Model – create model to establish a pathway for coaches
 - Coaching qualifications and CPD – ensure coaches are qualified and are able to progress
 - Understanding of coaching in each discipline – investigate the challenges facing coaches in all disciplines.
 - Communication - address confusion between UK Snowsports and other qualifications.
 - Increasing Participation and Membership - promote regular participation in Snowsports
 - Recruiting and developing coaches - recruit and retain qualified coaches that can coach inclusively
 - Coaches in Clubs – ensure coaches within clubs are well supported
- Medium Priority
- Competition Structure – review of current structure
 - Performance Pathway and Talent Identification – implement talent support system for each discipline
 - Regional Mentoring Coaching System – Create a network to share knowledge, good practice
 - Research and development - Renewal of the coaching audit process and ongoing programme of research
- Low Priority
- Targeted development of coaches - identify, train, qualify and support coaches for specific populations' e.g. high performance athletes, children and disabled people.
 - Regional Coaching Centre of Excellence - develop a centre of excellence for each discipline within England
 - Profiling and recognition of coaching – undertake a campaign of recognition and reward
 - Coaches in Facilities – encourage coaches within facilities to be licensed coach through UK Snowsports
 - Coaches in Education – continue to develop Snowsport projects within schools, FE and HE institutions

The new strategy will address each of the high, medium and low priorities to varying degrees over the four year period of the strategy and will seek to meet four key outcomes:

Outcome 1: Sustained and increased levels of Snowsport participation and satisfaction

Outcome 2: Increased levels of active, qualified and licensed frontline coaches to meet demand

Outcome 3: Consistent support and education for frontline coaches

Outcome 4: Improved performance in international competition.

A Coaching Steering Group has been established to guide and oversee the progress of the strategy. Partnership working with national agencies, committees, clubs and facilities will be undertaken.

The strategy is based upon the following vision:

To have a world leading coaching system by 2020 that promotes excellence for snowsport participants at all levels

The following objectives will be worked-towards, with; actions, resources (human and financial), responsibilities for ensuring actions are taken and success measures:

- 1 Building the coaching system - To develop and maintain strategic direction for coaching to underpin implementation and secure resources.
- 2 Critical delivery at the frontline - To continuously support targeted clubs to strengthen the club structure and develop best practice in coaching.
- 3 Coach education and CPD - To effectively develop the skills, competencies and knowledge of the active coaching workforce.
- 4 Effective communication - To actively promote the services and activities of Snowsport England to coaches, clubs, members and stakeholders.
- 5 Planning for the future - To conduct an ongoing research and development programme to inform and guide future coaching provision.

The Action Plan and objectives are detailed on page 21.

The strategy outlines actions and measures to monitor the progress within a four year action plan. It will be used by Snowsport England to build a coaching system to:

- maintain existing levels of coaching provision
- determine the future of coaching and coaching development
- prioritise the use of resources.

Monitoring and evaluation of the strategy will be undertaken through the Coaching Steering Group and via Sports Coach UK Coaching Scorecard to enable year on year comparisons to be drawn. In line with the Whole Sport Plan the key success of the strategy will be measured by:

- a. The number of courses being run and attendance at these courses

- b. The number of coaches attending the coaches conference
- c. The number of registered coaches with Snowsport England
- d. Number of coaches working at clubs

This is an overarching strategy for snowsport which is intended to inform, and be used by, each discipline to develop and monitor individual operational plans for coaching.

Snowsport England is committed to growing the level and quality of coaching provision, and opportunities for the development of coaches, to ensure the future success of the sport as a whole.

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Part One: Snowsport England Coaching Strategy

1 Introduction

1.1 Snowsport England (SSE) is the recognised governing body for snowsport. Snowsport can be divided into four core disciplines, which have a number of sub-disciplines:

- Alpine – Downhill, Super G, Giant Slalom, Slalom, Speed Skiing, (Touring/Mountaineering)¹
- Nordic – Cross-country, Jumping², Telemarking³, (Biathlon, Ski Orienteering, Touring/Mountaineering)¹
- Snowboarding – Freestyle, Big Air, Half-pipe and Slopestyle, Boardercross, Slalom, (Touring/Mountaineering)¹
- Freestyle – Moguls Aerials, Half-pipe, Slopestyle, Skiercross

1.2 Snowsport England is responsible for the development of these sports throughout the country. The work undertaken by Snowsport England is underpinned by the following vision and mission⁴:

Vision: To be recognised as the leading Snowsports Governing Body within the United Kingdom.

Mission: To provide people in England with the opportunities to participate in Snowsports at whatever level they aspire, be it beginner or the highest levels.

1.3 Snowsport England's Whole Sport Plan (WSP) – *Snowsport England Funding Bid 2009 - 2013* outlines the intended development and key improvements at local, regional and national level. A key element of the WSP focuses on the development of the coaching system to continue to underpin the development of the sport. Some of the key aspects within the WSP relating to coaching include:

- Growth in the number of people choosing to compete resulting in the need for more coaching or coaching hours to enable them to improve and progress.
- There are examples of improved programmes to introduce snowsports to schools and to start to rectify the issue of schools not recognising the value of snowsports.
- There is a very active Snowsport scene within Higher Education.
- Snowsport England has a coaching awards scheme that has been in place for over 30 years.
- Snowsport England is recognised as an awarding body by the IVSI (International Federation of Snowsports Instructors).

¹ Touring/Mountaineering, Biathlon and Ski Orienteering are multi-disciplinary activities governed by the British Mountaineering Council, the British Biathlon Union and the British Orienteering Federation respectively, not by SSE.

² There are currently no facilities for jumping in the UK and there is no demand for coaching support in England at present.

³ Telemark is classified as an Alpine discipline by FIS for competition.

⁴ A review of the vision and mission is currently being undertaken.

- Snowsport England is working with sports coach UK and has signed up to the UK Coaching Framework.
- A coaching pathway is essential to be able to deliver satisfied participants within the sport.
- It is essential that interventions in all three areas of grow, sustain and excel, are developed on the basis of a strong coaching workforce which reflects the needs of current and future participants in the sport.

1.4 The Whole Sport Plan has provided clear objectives for the development of Snowsports until 2013. Snowsport England, through this strategy, recognise this development can be achieved by creating a strong coaching workforce: to ensure there are sufficient coaches of the 'right' types in the 'right' places and at the 'right' time to meet the needs of the current and future Snowsport participants.

2 Strategic Development

2.1 Sport Structures Ltd were commissioned by Snowsport England to develop a Coaching strategy for Snowsports in England. To inform the development of the strategy, several primary sources of information were identified – UK Snowsports Coaching Workforce report (2009) and key personnel within Snowsport England. In addition discussions were had with a forum of coaches - It is important to gather information from coaches and those working in the current coaching landscape to establish the complete picture of coaching Snowsports, what works, what doesn't and where improvements can be made. The secondary sources of information used throughout this process included the UK Coaching Framework, The Coaching Workforce 2009-2016 and Snowsport England's Whole Sport Plan (WSP) – Snowsport England Funding Bid 2009 - 2013.

Key Concepts

2.2 Throughout this document the term 'snowsport coaching' has been used and is seen to be distinctly different from the term instructor. Within the context of this strategy the following terms are defined:

Instructor: An individual that provides initial contact and short-term engagement with participants in beginner lessons.

Coach: An individual that enters into a developmental relationship with participants to maximize their individual potential.

Rationale and purpose of the strategy

2.3 The UK Coaching Framework was launched in April 2008. With the vision to create a cohesive, ethical, inclusive and valued coaching system where; skilled coaches support children, players and athletes at all stages of their development in sport and which is number one in the world by 2016. The framework includes a 3/7/11 action plan and outlines principles relevant to the development of coaching in governing bodies:

- Governing Bodies of Sport are recognised as the lead agencies in sport specific coaching, working in partnership with clubs, schools, communities, local authorities, further and higher education sectors and others
- Fully inclusive participant and coach pathways, as outlined in governing body of sport plans, will be central to decision-making.

- 2.4 Work on the UK Coaching Framework is ongoing with a number of phased elements. Snowsport England has signed up to the UK Coaching Framework and are therefore committed to creating a coaching system which is innovative, inclusive and meets the needs of the sports for future success in improving performance and increasing participation. Snowsport England have been assigned a sports coach UK Coaching Systems Manager who will support them through the process of developing a coaching system that is fit for purpose.
- 2.5 This strategy has therefore been developed to be a working document that will guide the development of the coaching system for Snowsport. The four year timescale of the strategy has been selected to coincide with the Winter Olympic cycle. The strategy will be aligned to the strategic actions within the UK Coaching Framework, shown below to ensure its relevance to the national coaching agenda;

Table 1: UK Coaching Framework strategic Action Areas

Strategic Action	Specific Action
The UK Coaching System	<ol style="list-style-type: none"> 1. The UK Coaching Model Develop a Coaching Model to provide a clear direction and a strategic framework for coaching policy and practice in the UK. 2. Participant pathways Set out and implement a clear, comprehensive and inclusive model for the long-term development of sports participants across the UK. 3. Coach pathways Set out and implement a clear, comprehensive and inclusive model for the long-term development of coaches across the UK. 4. Coaching strategies Set out and implement sport-specific coaching strategies at UK, national, regional and local levels.
Front-line Coaching	<ol style="list-style-type: none"> 5. Active, skilled and qualified coaches Recruit and retain qualified coaches with the skills to coach inclusively at each phase of the participant pathway. 6. Coaching in education Maximise the role of coaching in the education sector.
Support for Coaches	<ol style="list-style-type: none"> 7. Coaching support and system delivery Establish effective education, delivery systems and resources supporting the development of coaches and the coach education workforce in the context of the UK Coaching Certificate and effective CPD programmes. 8. Target development of coaches Establish appropriate systems to identify, train, qualify and support quality coaches for specific sport populations. This should commence with coaches of high-performance athletes, talent-identified athletes, children and coaches of disabled people. 9. Coaching qualifications and CPD Develop coaching qualifications, CPD and specialist qualifications linked to the pathway phase/target group/disability. Commence with inclusive coaching of primary-aged children.

A Professionally Regulated Vocation	<p>10. Licensing and registration Set out and implement steps needed to establish coaching as a professionally regulated vocation recognising volunteer and part-/full-time roles. As a first step conduct a detailed feasibility study on the licensing and registration of coaches.</p> <p>11. Profiling and recognition of coaching Conduct a sustained, long-term campaign to raise the profile and recognition of coaching at all stages.</p>
Research and Development	<p>12. Research and development Implement an ongoing research and development programme into participant and coach pathways, coaching quality and expertise and coaching interventions, programmes and resources.</p>

3 Snowsport England Coaching – Where are we now?

Coach Development planning

- 3.1 Historically Snowsport England have not had formalised planning for coach development. Although Snowsport England has been proactive in the provision of coach licensing, a qualification structure and a number of professional development opportunities such as the annual coaching conference. The current coaching award structure is under the brand - *The United Kingdom Snowsport Coach Award scheme (UK Snowsport)*.
- 3.2 UK Snowsport is a licensing scheme for snowsport coaches operating within the UK. The scheme is a partnership between the home country governing bodies; Snowsport England, Snowsport Scotland and Snowsport Wales. Snowsport England manages and delivers UK Snowsport in England and as such provides a training and qualification programme for aspiring snowsport coaches. The courses are well recognised throughout Great Britain. An independent coaching workforce study was undertaken in 2009 to establish a baseline for the number of Snowsport England coaches operating within each level of the recreational and performance UK Snowsport framework.

Table 1 Baseline number of snowsport coaches per qualification level for England*

	Candidate Instructor	L1 Instructor	L2 Instructor	L3 Coach	L4 Coach	L2 Performance	L3 Performance	L4 Performance
Number of coaches	232	327	292	35	90	18	52	3

* Data provided from coach database August 2009

- 3.3 There is a geographical spread of snowsport coaches across England, although some areas appear to have a higher proportion of more qualified coaches than other areas - See appendix B for maps of coaches and their level of qualification. Within the 2009 – 2013 whole sport plan funding there is an initial focus on 10 priority sites and these sites will get additional support to further develop their snowsport coaches.

Coaching satisfaction and importance

- 3.4 Snowsport England have as part of the 'sustain' element of Sport England's strategy, been provided with baseline figure for people's satisfaction with their experience of Snowsport. The satisfaction survey⁵ provides robust quantifiable measures for Snowsport relating to three levels of engagement: general participants, members of affiliated clubs and members of the talent pool. One of the 10 domains of satisfaction is coaching. Compared to other sports (45 in total) Snowsport has a higher level of satisfaction in coaching overall, in the opinion of general participants and club members but significantly less satisfaction from members of the talent pool.

Table 2 Baseline score of satisfaction in coaching in England*

	All respondents	General participant	Club member	Talent pool
Snowsport	8.1	8.1	8.4	7.9
All Sports	7.4	7.3	7.6	8.4

* Data provided by SQSE Survey IPSOS MORI and Sport England 2009

- 3.5 In looking at satisfaction it is also essential to look at importance. By looking at stated importance (respondents rating of importance within the survey), general participants rated coaching at 8.2, compared to club members and members of the talent pool seeing coaching as more important, 8.8 and 9.3 respectively. In addition to stated importance consideration can be given to derived importance. Derived importance uses statistical modelling to establish which elements are most likely to have the greatest impact. In terms of derived importance coaching is seen as low impact, although opportunities to improve performance were seen as high impact areas.
- 3.6 Snowsport presently has a good level of satisfaction in coaching compared to other sports but requires an increase in the satisfaction experienced by those in the talent pool. The talent pool sees coaching as the most important domain so a focus of attention for the strategy should be on improving these scores.

Participant Development Model

- 3.7 Snowsport England have initiated the development of the participant development model for each of the Snowsport disciplines through a Coach Steering Group; this group will continue to shape the specific participant models with the aim of building the models into a generic model for Snowsport. The participant modelling process should enable greater understanding of participants at all levels and how they can

⁵ In total 621 people (age 16 and over - 14 and over with parental permissions for members of talent pool, where applicable) from Snowsports took part in the survey; 425 general participants, 100 affiliated club members and 96 talent pool members. The overall score for Snowsports is weighted to reflect the number of people taking part in each of the engagement levels (general participants, club member, talent pool). This leads to an effective base size of 454 for statistical considerations. The talent pool in this initial baseline was all those registered within the Snowsport England database as racers.

move effectively throughout the sport to meet their needs and requirements for lifetime participation. This work will ensure the flexibility of the sport to enhance the level of participants and therefore increase the pool of potential elite performers.

Coach Development Model

- 3.8 Snowsport England will begin the creation of their generic coaching model in September 2010. It is essential that this reflects the participant model to ensure Snowsport England creates a coaching workforce fit for purpose, meeting the needs of the Snowsport participants at each level and every environment.

Front-line coaching

- 3.9 Snowsport England currently has 76 affiliated clubs and 1080 licensed coaches on their database. The participant experience and performance achievements within each discipline are dependent on the work undertaken by both paid and voluntary coaches. These coaches provide a wide ranging coaching programme across the club landscape, offering coaching throughout the snowsport disciplines but primarily in the field of alpine skiing. The club structure is a fundamental part of the coaching system moving forwards and must be maintained in its current state to ensure that business as usual continues throughout the development of the coaching system. It is envisaged that where the structure is weak every effort will be made to create and develop clubs.

Support for Coaches

- 3.10 Snowsport England coaching awards scheme has been in operation for the last 30 years. It is internationally recognised by IVSI (International Federation of Snowsports Instructors). Elements of the coaching awards scheme are for leaders, instructors and coaches it was re-written in 1997 so that some awards could become NVQ accredited. With the transformation of the qualifications framework to QCF this is an opportunity for Snowsport England to create a coach education system which is fit for purpose and provides continuous opportunities for coaches to progress and maintain their level of competence.
- 3.11 A programme of work is being undertaken with 10 priority facilities to provide a range of support options including programmes of coach education and professional development opportunities tailored to the needs of the facility workforce. In addition an annual two day coaching conference is provided each September for coaches of all levels in England. The coaching conference provides coach education opportunities and sharing of good practice. Support is also provided at a regional level with regional conferences for coaching undertaken within London and the South East region and the Eastern Region.
- 3.12 Further support is offered to coaches through various media. *On the Piste* is a quarterly membership magazine that often contains coach related features and articles. A separate online coaching newsletter is circulated to registered coaches to raise awareness of current discussion topics and inform coaches of coach education opportunities. The current Snowsport England website features several specific pages on coaching however; this is currently being developed into a separate UK Snowsport website dedicated to coaching and the promotion of information and professional development opportunities.

Coaching as a professionally regulated vocation

- 3.13 Snowsport England has coordinated and managed a coach licensing scheme for over 30 years. The licensing scheme provides coaches with an internationally recognised license that enables coaches to be employed by commercial organisations, voluntary clubs, charities, trusts and local authorities. Coaches can operate in a full-time / part-time or casual capacity with seasonal positions often being delivered from November to April. As part of the licensing scheme coaches are subject to a code of practice which regulates their activities. All snowsport coaches must revalidate every 3 years to be able to keep a valid licence.

Links with coaching systems in other sports

- 3.14 The diverse nature of snowsport disciplines enables coaches from other sports to provide technical expertise and inform approaches to developing performance. Some participants from other sports may also be able to transfer to a snowsport discipline if the basic components of skiing or snowboarding have been established. Snowsport England currently has limited links with other sports and those links that are apparent tend to be informal such as the relationship between British Gymnastics and freestyle skiing. Other possible links need to be investigated as to how they may enhance snowsports with relevant pathways created with those sports to enable a flow of participants.

Research and development - UK Snowsport Coaching Workforce Report

- 3.15 The UK Snowsport Coaching Workforce Report (2009) provides a comprehensive picture of the coaching workforce within Snowsport England and Snowsport Wales. It collected data from coaches, clubs and facilities within the sport⁶. The key findings of the study show both positive examples of development as well as some potential areas for improvement:

- **Profile of coaches** - There is a greater proportion of male coaches working within Snowsport with significantly fewer female coaches attaining higher level coaching qualifications. There is a need for further investigation into the reasons for the lower number of female coaches. Age levels of coaches in facilities tend to be lower than those seen by the responding coaches and those within clubs. Facilities provided limited detail about their coaches; further investigation is being undertaken to gain a true profile of facility based coaches.
- **Coaching Sessions** - Responding coaches tended to be regular coaches providing weekly sessions, with the coaching delivery taking up the highest proportion of their time. Commitment to delivery ranges from no hours to 40 hours per week in the last 12 months. Research with those not having delivered any coaching over the last 12 months could identify reasons for coaches failing to renew qualifications and leave the coaching pathway.
- **Coaching to participant Ratio** - Snowsport coaches tend to coach a group with on average a ratio of 1:8. Group sizes can vary with on average a coach working with between 6-10 participants although some can work with as many as 18. UK Snowsport should seek to

⁶ Where data concerns reflections on the last 12 months – the time frame referred to is July 2008- July 2009.

ensure that participants are receiving a quality coaching experience through supporting facilities and clubs to follow recommended coach to participant ratios.

- **Qualifications** - All facilities have at least one qualified coach compared to two thirds of responding clubs with at least one qualified coach. Clubs delivering tuition are encouraged to have at least one qualified coach or should identify the source of tuition such as a facility where qualified coaching is being made available to club members.
- A proportion of coaches do not reach Snowsport England's minimum operating standards for deployment. ,raising concerns over the quality, safety and insurance of coaching delivery. It is not known how these coaches have come to operate without a valid qualification. There is evidence that some candidate instructors are taking on coaching responsibilities beyond the minimum standards for deployment. Checks should be made with candidate instructors about the roles that they are undertaking to ensure that they are insured and that quality delivery is received by participants. Tutors also have a responsibility to inform candidates about the roles they are authorised to do.
- **Professional development and support** - Opportunities for mentoring and shadowing higher qualified or more experienced coaches were requested by coaches and clubs. There is a need to further develop a programme of mentoring or shadowing as these are requirements for qualification at a number of levels. Several coaches requested an online forum or section of the website for sharing experiences, training programme and technical expertise.
- The majority of coaches undertook some form of professional development over the last 12 months. In addition coaches are mainly positive about their intention to progress to the next coaching level. Despite enthusiasm from coaches to develop less than half of facilities and less than a quarter of clubs intend to put their coaches through the next level of qualification. There is a requirement for adequate support to coaches to achieve their ambition. This could include promotional material on relevant courses and signposting to funding sources.
- **Challenges** – The cost of training and development and lack of time are the biggest challenges. The cost of training and development could be addressed through a wider circulation of funding resources and wider engagement of clubs and facilities in supporting staff and members to achieve qualifications. In addition subsidised approaches for those on a low income or students could increase the accessibility of some courses.
- **Projected Growth** - There is likely to be a positive level of growth in coaches over the next four years. The potential growth in the number of coaches could outstrip demand from clubs and facilities. This suggests that the emphasis should be on quality rather than quantity.
- **Data Collection from disciplines** - A greater number of coaches, facilities and clubs offering skiing responded to the audit. In order to support the other disciplines with effective workforce development planning there is a need for further investigation into the specific needs and challenges facing coaches in other disciplines. A greater responsibility for informing the process from discipline based clubs, facilities and forums is required to ensure that data collection reaches all aspects of snowsport.

- **Communication** – Coaches, clubs and facilities suggested that there is ongoing confusion about the coaching pathway in relation to UK Snowsport qualifications and private training providers.
- **Renewal of the audit** - These audits will act as baseline measures of the coaching workforce. Annual measures should be taken using consistent questions and through further discussions with the sports Coach UK to ensure linkages with the national agenda. Renewal of the audit process will allow for changes within the coaching workforce to be monitored.

Current capacity and financial position

- 3.16 Snowsport England currently has a total of six full-time and two part-time members of staff. Part of their work is to support coaches and the coaching scheme. There are a number of volunteers who contribute to the development of coaching policies and practices in Snowsport England. The day to day operations of coaching are coordinated through the Coaching Course Administrator (paid position). High performance coaching is coordinated by the Head Coach (paid position funded by England Ski Squad) with the responsibility for the development of the England Alpine Ski Team. High performance coaching within other disciplines is coordinated through their key committee.
- 3.17 The development of this strategy document and commitment to the UK Coaching Framework has led to Snowsport England to establish a Coaching Steering Group which is composed of representatives of each discipline. This group was formalised in April 2010 with the responsibility to drive the development of the strategy and participant and coach development models. This group will continue to work collectively across Snowsport to support and guide the development of coaching as a whole and for the individual disciplines.
- 3.18 Snowsport England has transformed the way in which it functions to become a more financially effective body, but it is limited by both finance and staff capacity in relation to the implementation of this strategy. It is therefore essential that any forward planning for coaching is realistic in what can be delivered for coaches; from an operational aspect to ensure the sport does progress successfully and the timescale of these changes are achievable. Snowsport England receives £131,952 of funding to deliver the targets as set out in the whole sport plan (over the four year period) which includes direct support for coach development.

4 Snowsport England Coaching – Priority areas for development

4.1 The findings of the UK Snowsports Coaching Workforce report (2009) provide an insight into the challenges facing coaching in Snowsport. The main areas for development from these findings and the Snowsport England's Whole Sport Plan (WSP) – *Snowsport England Funding Bid 2009-2013* are:

Table 3 Priority areas for development

Priority	Work Area	Description
High Priority	Building the coaching structure	An environment must be created where all coaches are given the opportunity to be the best coach they can be. Ensuring the system produces quality coaches at all levels and for all coaching environments. Source: Snowsport England's Whole Sport Plan
		<ul style="list-style-type: none"> Coaching Strategies – There is a need to set out and implement discipline specific coaching strategies at a national, regional and local level. Source: Snowsport England's Whole Sport Plan Participant Development Model – This model is vital to the creation of a successful coaching system. It is one of the foundations which must be created first before any other work can begin. All the other coaching areas are reliant on the creation of the Participant development model. Source: UK Coaching Framework Coach Development Model – This model is vital to the creation of a successful coaching system. It is the second foundation to the participant development model which must be created in order for implementation of the system to take place. Source: UK Coaching Framework Coaching qualifications and CPD – There is a small proportion of coaches operating without the minimum standards for deployment which raises concerns over the quality and safety of coaching delivery. Coaches identified their main challenges to progression as the cost of training and development and lack of time. Source: UK Snowsports Coaching Workforce Report (2009) Understanding of coaching in each discipline - In order to support the other disciplines with effective workforce development planning there is a need for further investigation into the specific needs and challenges facing coaches in other disciplines. Source: Snowsport England's Whole Sport Plan

	Communication	<p>Comments from Coaches, facilities and Clubs emphasised the confusion caused by the existence of multiple qualification systems. Also there appears to be a limited awareness and ability of club development in terms of where to source local coaches from. Source: UK Snowsports Coaching Workforce Report (2009)</p> <ul style="list-style-type: none"> Increasing Participation and Membership - Establish a structure that will promote participation in Snowsports and encourage participation in more regularly activity within England and ultimately to join Snowsport England. Source: Snowsport England's Whole Sport Plan Recruiting and developing coaches - Facilities have faced challenges in recruiting and developing coaches including their ability to source suitably qualified coaches. Under-represented groups include women and girls, young people (clubs), ethnic minorities and people with a disability. Recruit and retain qualified coaches with the skills to coach inclusively at each phase of the participant pathway. Source: UK Snowsports Coaching Workforce Report (2009)
	Coaches in Clubs	<p>Club coaches are a critical part of the delivery of Snowsports in England. Snowsport England currently has 76 affiliated clubs who are supported by coaches and volunteers. Source: Snowsport England's Whole Sport Plan</p>
	Medium Priority	<p>Competition Structure</p> <p>The current structure needs to be reviewed and then embedded into the coaching system to ensure there is a clear understanding of percentage of training versus amount of racing in terms of an athlete's age and ability. Source: Snowsport England's Whole Sport Plan</p>
	Performance Pathway and Talent Identification	<p>Develop and implement a well defined and appropriate talent support system for each discipline within Snowsport England which will increase the numbers of participants at elite level. Source: Snowsport England's Whole Sport Plan and UK Coaching Framework</p>
	Regional Mentoring Coaching System	<p>Create a network of Regional Coaches that link with the Heads of Snowsport Schools to share knowledge, good practice and work with coaches to produce more experienced and quality coaches. Opportunities for mentoring and shadowing higher qualified or more experienced coaches were requested by coaches and clubs. This will create a network of coaches who receive continuous professional development. Source: UK Snowsports Coaching Workforce Report (2009)</p>

	Research and development	Renewal of the coaching audit process will allow for changes within the coaching workforce to be monitored. Implement an ongoing research and development programme into participant and coach pathways, coaching quality and expertise, coaching interventions and resources. Source: UK Snowsports Coaching Workforce Report (2009)
Low priority	Targeted development of coaches	Establish appropriate systems to identify, train, qualify and support quality coaches for specific populations. Coaches of high performance athletes, talent-identified athletes, children and coaches of disabled people. Source: Snowsport England's Whole Sport Plan and UK Coaching Framework
	Regional Coaching Centre of Excellence	Develop a centre of excellence for each discipline within England. To enable talented participants to access high quality coaching on a regular basis. Source: Snowsport England's Whole Sport Plan
	Profiling and recognition of coaching	Conduct a sustained, long-term campaign to raise the profile and recognition of coaching at all stages. Source: UK Snowsports Coaching Workforce Report (2009)
	Coaches in Facilities	Coaches are also present in facilities managed by private providers. Coaches from these customer facing/ primary link facilities need to be encouraged to be part of the coaching structure. Source: Snowsport England's Whole Sport Plan
	Coaches in Education	<p>(Schools, Further Education/Higher Education) Preliminary investigations have shown that few Partnership Development Managers, School Sport Co-ordinator's or County Sports Partnership's recognise the value of Snowsports, or indeed have much information about the sports, or the opportunities that they offer. There have been several successful school Snowsport projects which prove that the sport can be successfully introduced into the school environment. Source: Snowsport England's Whole Sport Plan</p> <ul style="list-style-type: none"> Children and Young People - Create a transition for children and young people who take up Snowsports on ski trips and encourage them to participate in the sport regularly through creating effective school club links and increasing competitive opportunities.

5 Monitoring and Evaluation – Coaching Scorecard

5.1 Throughout the development of the coaching strategy we have used the UK Coaching Framework strategic actions as a structure on which to basis the method of development in each area. It therefore seems appropriate to use the Coaching Scorecard to monitor and evaluate the progress of the key actions of the strategy. The Coaching scorecard is recognised by sports coach UK, Sport England and Skills Active as the tool to measure the progress of coaching work undertaken by individual governing bodies of sport.

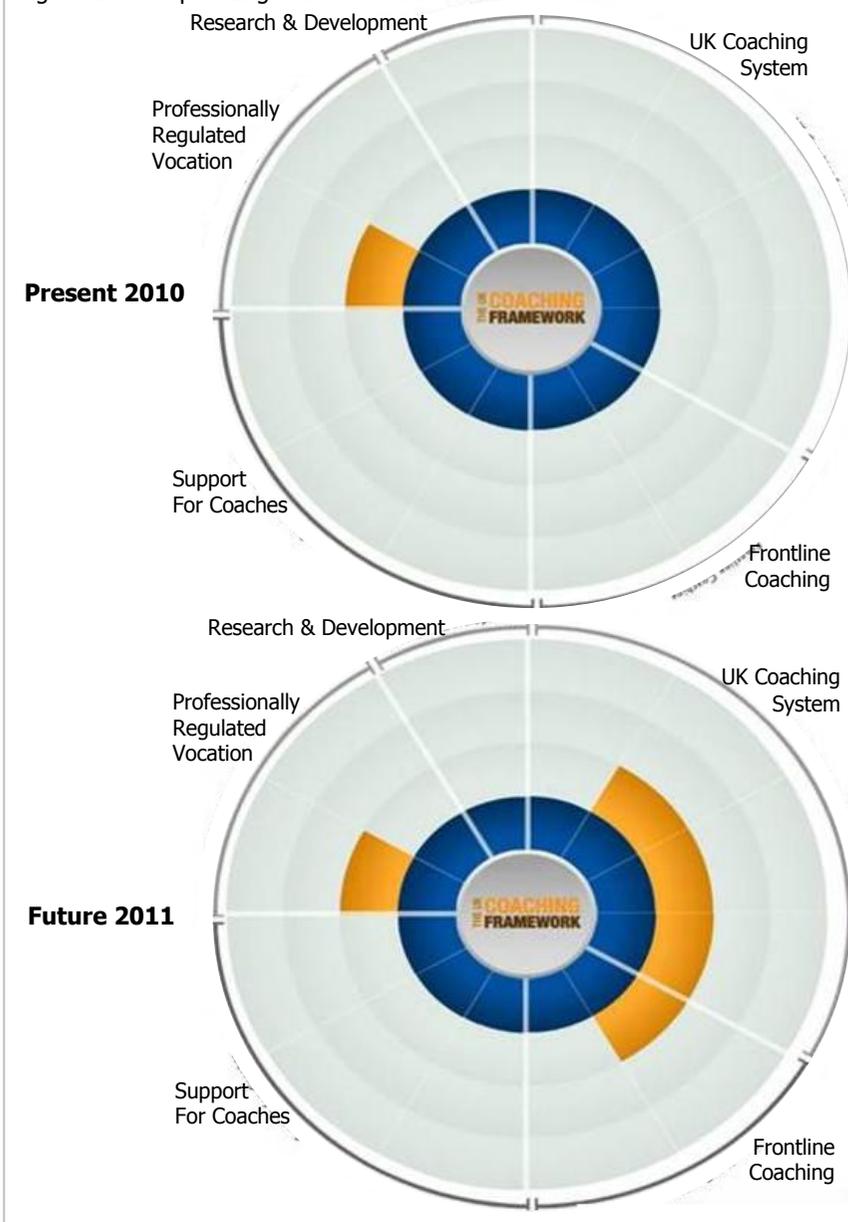
5.2 The Scorecard has two parts:

- A set of maturity matrices, which will enable Snowsport England measure where they currently are against the 12 specific actions of the UK Coaching Framework
- The profile wheel, which will help the sport to represent their results in a single visual format. In effect it provides an 'at a glance' view of the maturity of Snowsport England's coaching system.

5.3 The scorecard is based on the concept of continuous improvement and has been developed to enable sports to measure the progress of work undertaken to achieve their coaching outcomes and objectives. It has the potential to evolve as Snowsports England coaching system progresses to ensure it can measure year on year comparisons and eventually be used to allow international bench-marking against the coaching systems of the rest of the world. The maturity matrix has four levels of maturity;

1. Emerging	best practice has been partially produced
2. Established	best practice has been produced and partially applied
3. Embedded	best practice has been fully applied and managed
4. Excellence	best practice has been fully applied, is world leading and is being continuously improved.

Figure 1 Snowsport England Scorecard



- 5.4 It is essential that a process to monitor and evaluate the objectives of the coaching strategy is put into place. To ensure actions are being met and to deal with any issues or barriers which may occur throughout the four year cycle. In line with the Whole Sport Plan the key success of the strategy will be measured by:
- a. The number of courses being run and attendance at these courses
 - b. The number of coaches attending the coaches conference
 - c. The number of registered coaches with Snowsport England
 - d. Number of coaches working at clubs
- 5.5 A coaching steering group has been established within Snowsport England to continue the development activity relating to the Coaching Strategy. The activity of the group will ensure that the implementation of the action plan is effective across England at national, regional, local and club levels and also, respond to new initiatives or developments that may enhance the coaching system.

Part Two: Action Plan – Where we aim to be and how we will achieve our aims

This section seeks to clearly outline the direction for snowsport coaching over the next four years (2010 – 2014). It is recognised that there is a need to ensure that there are sufficient coaches of the 'right' types in the 'right' places to meet the needs of all Snowsport disciplines as they grow. The outcomes achieved by implementing this strategy are identified as:

Outcome 1: Sustained and increased levels of Snowsport participation and satisfaction

Outcome 2: Increased levels of active, qualified and licensed frontline coaches to meet demand

Outcome 3: Consistent support and education for frontline coaches

Outcome 4: Improved performance in international competition

1 Vision and Objectives

The achievement of these outcomes will be driven by the agreed vision for Snowsport coaching:

To have a world leading coaching system by 2020 that promotes excellence for snowsport participants at all levels

The achievement of this vision is made manageable by working towards the following objectives:

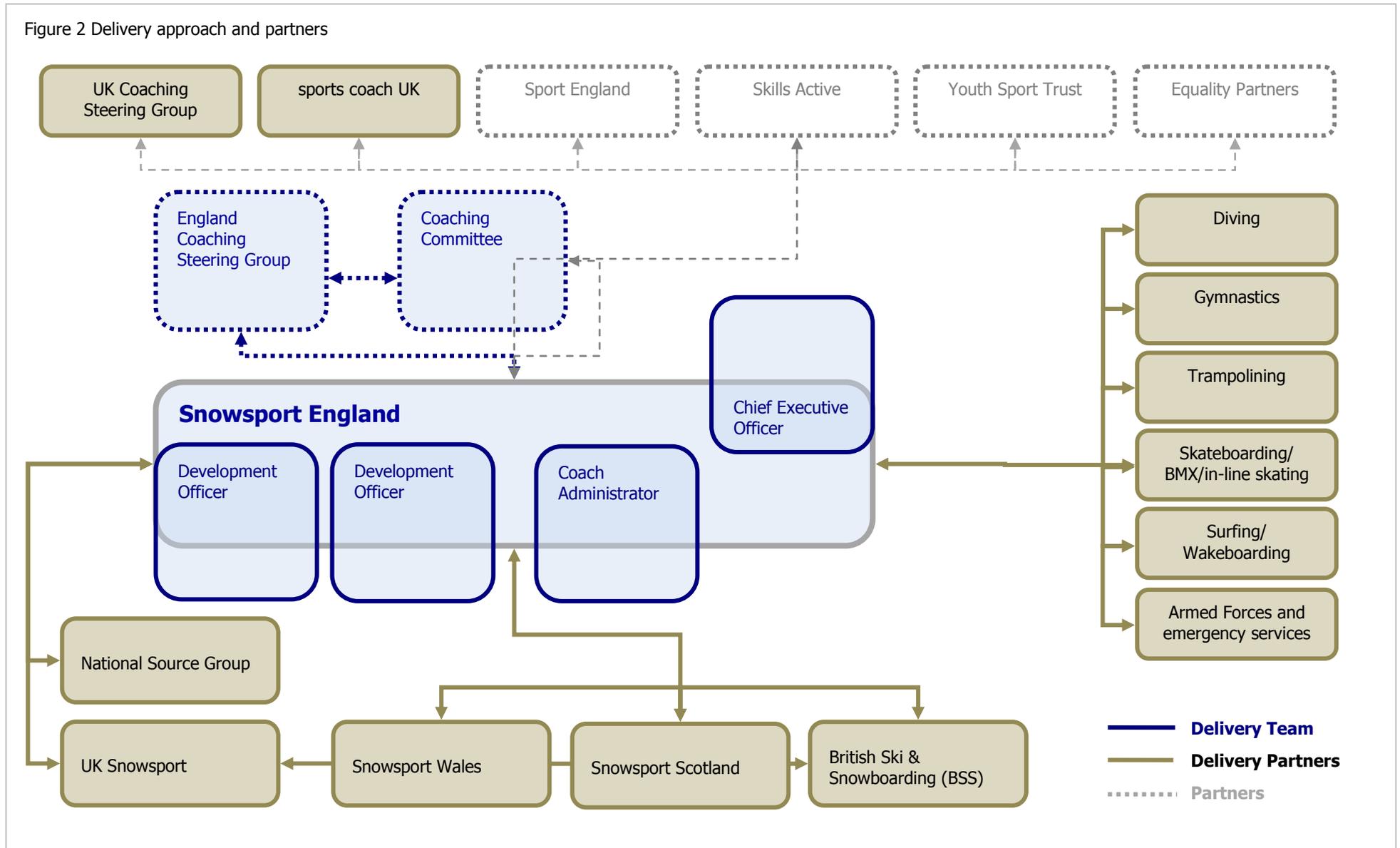
- | | |
|------------------------------------|---|
| Building the coaching system | - To develop and maintain strategic direction for coaching to underpin implementation and secure resources. |
| Coach education and CPD | - To effectively develop the skills, competencies and knowledge of the active coaching workforce. |
| Critical delivery at the frontline | - To continuously support targeted clubs to strengthen the club structure and develop best practice in coaching. |
| Effective communication | - To actively promote the services and activities of Snowsport England to coaches, clubs, members and stakeholders. |
| Planning for the future | - To conduct an ongoing research and development programme to inform and guide future coaching provision. |

2 Implementation – How we will deliver and who are our Partners

The implementation for the strategy should be coordinated through a hierarchy of groupings described below and illustrated in fig. 2:

	Role and Responsibilities
Coaching Steering Group	<ul style="list-style-type: none"> • Driving the development of participant development model • Driving the development of coach development model • Monitoring and evaluating the progress of the coaching strategy • Linking with other partners that are central to the delivery of coaching • Draw together best practice from all Technical Groups and Standardisation across disciplines
Coaching Committee	<ul style="list-style-type: none"> • Formulation and development of coaching policies and practices • Liaises with Sport Coach UK, Snowsport England Key Committees, Snowsport England Child Welfare Group and other appropriate agencies to ensure that polices meet current best practice • Responsible for impending disciplinary and appeals procedures and support those going through the process • Development of merchandising opportunities available to Coaching Scheme members and the marketing of the Coaching Scheme activities
Development Officer (x2)	<ul style="list-style-type: none"> • Communication with clubs and facilities (specific targeted support within 10 priority sites) • Promotion of the coaching strategy at a local level • Identification and development of coaching support to meet needs at a local level (bottom up approach)
Discipline specific technical groups (Alpine, Snowboard, Freestyle, Nordic)	<ul style="list-style-type: none"> • Agree Participant Model. • Agree Technical Capabilities of Participants at all stages of the model. • Produce and implement annual Operational Plan against the overall Coaching Strategy.
	Role and Responsibilities
National Source Group	<ul style="list-style-type: none"> • Develop single qualification that may go for UKCC endorsement
Home Country Governing Bodies	<ul style="list-style-type: none"> • Implementation of home country coaching strategies • Communication and partnership working to improve coaching across the UK
Sports Coach UK	<ul style="list-style-type: none"> • Provide a relationship manager to be the first point of contact and to manage resources required to deliver the agreed support • Ensure that they promote the partnership with Snowsport England and the needs of Snowsports Participants. • Provide and source expert advice to Snowsport England as detailed in the Agreement and the Agreed Services • Undertake regular consultation with Snowsport England and provide feedback and advice as requested • Reply to information requests from Snowsport England within a reasonable timescale that is deemed acceptable by both parties

Figure 2 Delivery approach and partners



3 Action Plan Year 1 - 4

The following table outlines detailed actions against each of the primary objectives for the four years of the strategy.

Objectives	Action	Resources	Responsibility	Success Measure	Review Date
Building the coaching system - To develop and maintain strategic direction for coaching to underpin implementation and secure resources	Establish a coaching strategy steering group to oversee the implementation of the coaching strategy.	Venue - Sport England Birmingham office	Chief Executive Officer (CEO)	Coaching Strategy group setup with a programme of quarterly meetings	Aug 2010
	Develop discipline specific operational plans for the strategic development of coaching – plans should be annually reviewed and updated. <ul style="list-style-type: none"> Each Discipline should have a group who are responsible for managing the implementation of their plan. Each Discipline group should feed into the coaching strategy Steering group. The coaching strategy steering group should identify cross-working between groups to ensure achievement of milestones. 	Coaching Steering Group Coaching Committee Coaching Framework Lead Whole Sport Plan (WSP) (part of £14,000)	Chair of Steering Group	Existence of individual discipline plans with clear milestones and measures for the 4 yrs.	May 2011
	Develop and adopt a generic Participant Development Model for Snowsport – with supporting models for each separate discipline. <ul style="list-style-type: none"> Coaching Steering group should continue to adapt and develop models as they progress. To ensure it is the best fit for their discipline. 	UK Coaching Framework Coaching Systems Manager Tools and user	Chair of Steering Group	PDM produced and agreed for each Snowsport discipline.	March 2011. Review quarterly

Objectives	Action	Resources	Responsibility	Success Measure	Review Date
	<ul style="list-style-type: none"> Coaching Steering group to produce an action plan to complete Participant Development Model 	guides 5C's information WSP (part of £14,000)			
	Develop and adopt a generic Coach Development Model for Snowsport.	CSM WSP (part of £14,000)	Chair of Steering Group	CDM produced and agreed for Snowsport.	Ongoing to March 2011. Review quarterly
	Develop partnership agreement for the development of UKCC qualifications framework through the national source group.	National Source group	CEO	Partnership agreed	Sept 2010
	Work with regional associations and sports organisations e.g. Coaching System Support Networks to establish implementation plans within identified regions.	2x Development Officers Skills Active	Senior National Development Officer (SNDO) National Development Officer (NDO)	Regional associations with template of implementation plan	Dec 2010

Objectives	Action	Resources	Responsibility	Success Measure	Review Date
Coach education and CPD – To effectively develop the skills, competencies and knowledge of the active coaching workforce	Level two UKCC qualification development <ul style="list-style-type: none"> • Mapping of current Level 2 to Common Units • Level 2 to be developed • Level 2 piloted • Review suitability for UKCC endorsement • Review against QCF to identify gaps in the current system 	Coach Education Advisor Coaching Systems Manager (CSM) sports coach UK	National Source Group CEO	Mapping complete Level 2 ready for piloting Pilot completed	Jul 2010 Dec 2010 Feb 2011
	Maintain and develop the tutor, assessor and verifier workforce through the delivery of: <ul style="list-style-type: none"> • CTS and IAPS to be delivered to 12 tutors and 6 assessors. • Identify potential to train up to 2 Snowsport England tutors as National Trainers and 2 as Internal Verifiers. 	Links to approved deliverers WSP £15,000 Coach Education Advisor	CEO	12 tutors and 6 assessors qualified 2 National trainers 2 Internal Verifiers	Jul 2010 Mar 2011 Mar 2011
	In partnership, agree upon the awarding body of the Snowsport qualifications.	Coach Education Advisor WSP (part of £14,000)	National Source Group	Agreement and sign up with awarding body.	Sept 2010

Review current demand for course within each discipline to ensure that an annual course/qualification calendar is designed to meet demand – Both entry level and high performance coaching courses should be available.	Coach Administrator	Coaching Steering group	Baseline = 659 course participants End 2010 = 665 End 2011 = 695 End 2012 = 715	Annually
Deliver a calendar of new and existing CPD courses aimed at improving the quality of coach provision.	Coach Administrator Coach Education Advisor	Coaching Steering group	Baseline = 71 courses End 2010 = 72 End 2011 = 75 End 2012 = 80	Sept 2010
Create a recruitment and induction process to bring new coaches into the sport.	sports coach UK CSM CSSN	SNDO Coaching Steering group	Baseline = 817 qualified coaches and 232 candidates A recruitment and induction plan in place.	Dec 2010
Create networking events, forums and in-situ training environment for coaches to share methods, programmes and techniques.	Annual Conference Regional Conferences	NDO Coaching Steering group	Annual conference delivered and feedback received	Nov 2010
Establish a national mentoring system for coaches seeking to work at performance level.	Regional committees CPD system	Coaching Steering group	National mentoring framework established	2013

<p>Critical delivery at the frontline - To continuously support targeted clubs to strengthen the club structure and develop best practice in coaching</p>	<p>Work with Snowmarked clubs to produce coach development plans to:</p> <ul style="list-style-type: none"> • Meet demands in participation at all levels • Outline succession planning • Manage the implementation of a 4 year local plan. • Create a suitable local workforce which will meet the demands of all participants. 	<p>Snowmark resource packs</p> <p>Regional committees</p>	<p>SNDO</p>	<p>Baseline = 2 out of 76 clubs are Snowmarked</p> <p>End 2010 = 12 End 2011 = 16 End 2012 = 20</p>	<p>Annual Health Check</p>
	<p>Ensure all registered clubs and facilities have access to a database of qualified coaches, tutors, assessors and verifiers to support delivery.</p>	<p>Coach Administrator</p>	<p>Coach Administrator</p>	<p>Develop recording process for enquires to create baseline</p> <p>Create a database of enquires review against data protection guidelines</p>	<p>July 2010</p>
<p>Effective communication - To actively promote the services and activities of Snowsport England to coaches, clubs, members and stakeholders</p>	<p>Produce a Communications Strategy that outlines Marketing and PR approaches for each market segment – coaches, clubs, member, stakeholders and facilities.</p> <ul style="list-style-type: none"> • Specific consideration should be given to the promotion of coaching courses through websites, industry magazines and Snowsport facilities. 	<p>NDOs</p> <p>Regional committees</p> <p>Coaching Steering Group</p> <p>Snowsport England Board</p>	<p>CEO</p>	<p>Communications Strategy produced</p> <p>Snowsport England regarded as the professional development agency for coaches in England</p>	<p>Yr 3/4</p>

	<p>Ensure that the planned website redevelopment includes a separate Coaching Section which:</p> <ul style="list-style-type: none"> • Illustrates how to become a coach (based on coach development model) • Promotes courses and CPD opportunities on a national, regional and local level. • Highlights qualification/module developments • Offers support on employment issues, professional advice, insurance, child protection • Good practice examples • Enables licensed coaches to share knowledge • Provides opportunities for coaches to give feedback • A FAQ on UKCC and what it means to them • Develop UK Snowsports website with other home nations 	<p>UK Snowsports.co.uk</p> <p>Coach Administrator</p> <p>WSP £3,000</p>	<p>CEO (England & Wales)</p>	<p>Develop reporting structure on website analytics to provide a baseline of visits/ individuals registered with the coaching section of the site</p>	<p>Annual Review</p>
	<p>Provide an annual coaching conference suitable for all snowsport coaches. The conference should seek to provide knowledge updates, professional development opportunities and act as a promotional tool for coaching services.</p>	<p>NDO</p> <p>Coach Administrator</p> <p>WSP £8,500</p>	<p>NDO</p> <p>CEO</p>	<p>Baseline =50 coaches attended the coaches conference</p> <p>End 2010 = 70 End 2011 = 90 End 2012 = 110</p>	<p>Annually October</p>

	<p>Ensure there is a robust reward and recognition scheme in place for coaches:</p> <ul style="list-style-type: none"> • Host annual coaching conference with Coaching Awards • Provide Up to date information and criteria for the UK Coaching Awards. • Link with Coachwise on branding of Snowsport England with particular reference to all Coaching Documents. • Link with Marketing / Communications with regard to UK Snowsports Coaching Awards 	<p>UK Coaching Award Categories and Criteria</p> <p>Follow up resource will be Coachwise</p> <p>Marketing and Communications Guidelines for Awards evenings</p> <p>NDOs</p>	<p>NDO</p>	<p>Awards to include: Young People/ New Coach</p> <p>UK Coaching Award Categories and Criteria provided.</p> <p>Branding meeting held and Action Plan developed</p> <p>Initial contact made with sports coach UK Marketing and Communications team</p>	<p>Sept 2010</p> <p>Jun 2010</p> <p>Apr 2010</p> <p>Aug 2010</p>
	<p>Ensure all communication meets inclusivity guidelines and seeks to encourage recruitment of coaches from underrepresented groups including women and girls, young people, ethnic minorities and those with a disability.</p>	<p>Coach Administrator</p> <p>Equality Partners</p> <p>Update resource library WSP £3,000</p>	<p>Coaching Steering Group</p> <p>CEO</p>	<p>>= baseline measure of 15-25% of coaches are female</p> <p>>=baseline measure 1-5% of coaches have a disability</p> <p>>= baseline measure of 15-25% of coaches are from an ethnic minority</p>	<p>Sept 2011</p>

<p>Planning for the Future – To conduct an ongoing research and development programme to inform and guide future coaching provision</p>	<p>Produce a research strategy that will include:</p> <ul style="list-style-type: none"> • An audit of registered coaches and those active within clubs (qualified and unqualified) • An independent review of the Competition Structure • An investigation of the viability of Regional Coaching Centre's of Excellence for each discipline within England – linked to facilities strategy. • A review of approaches for Snowsport to engage Coaches in Education – (Schools, FE/HE) 	<p>Coach Administrator</p> <p>Research Consultants</p>	<p>Coaching Steering Group</p>		<p>March 2011</p>
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