



Transforming the Joint Angling Development Board

Coach management and licensing Report

Sport Structures Ltd

Sport Structures Ltd,
Company Number 4492940
PO Box 10710, Sutton Coldfield, B75 5YG
Tel: 0870 770 5140 Fax: 0870 770 5141
Email: simon.kirkland@sportstructures.com Web: www.sportstructures.com

Coach Licensing

Contents

1. Purpose of the report	2
2. World Class Coaching System	2
3. Where is angling now in relation to the WCCS?.....	2
4. Case Studies from other sports	7
5. The cost of coaches – examples from other sports.....	8
6. Coach Management	8
7. Key Findings.....	9
8. Recommendations	11
<i>Appendix 1 Issue resolution</i>	<i>13</i>
<i>Appendix 2 Coach licensing budget.....</i>	<i>14</i>
<i>Appendix 3: Coach Management structure.....</i>	<i>15</i>

1. Purpose of the report

1.1 The aim of this report is to assess the current coach management and licensing system operated by the JADB. The report consists of four main sections:

- Where is angling in relation to the World Class Coaching system? The sports current system to be benchmarked against an agreed set of criteria that contribute to a World Class Coaching System.
- Case studies from other sports to explore what other sports are doing in relation to coach licensing enabling the sport to identify good practice from other sports and implement it into its own system.
- An evaluation of findings to identify a clear picture of 'where angling is now'.
- Recommendations and options as to how angling can improve the coach management and licensing service that will enhance the service it offers to its coaches, explores commercial opportunities and brings the system in-line with the World Class Coaching system criteria.

2. World Class Coaching System

2.1 The coach management and licensing system for any sport should be working towards the principles of the world class coaching system (WCCS). The WCCS aims to 'always provide a coach who is *Fit for Purpose* and deliver the *Right Coach* at the *Right Place* at the *Right Time*'. Emerging from the UK Vision for Coaching and developed by Sports Coach UK the WCCS exists to support organisations to audit, plan, develop and implement a quality standard of coaching development across their sport.

2.2 There are 8 objectives to the WCCS model, of which 4 relate to coach management & licensing system. These are:

- Baseline data collection on coaches including – number, demographic profile, gender, tutors, coach educators, qualifications and future training needs
- Coach Management policies and procedures are communicated and implemented based on national guidelines
- All coaching practice is aligned to national guidelines and regulated license to coach scheme
- All coaches will be recognised, feel valued and have appropriate funding and reward

3. Where is angling now in relation to the WCCS?

3.1 Baseline data is collected on coaches

3.1.1 The WCCS states that data should be collected on coaches & tutors in each of the following categories: Number, ethnicity, qualifications, and gender. This then allows the sport to systematically assess the make-

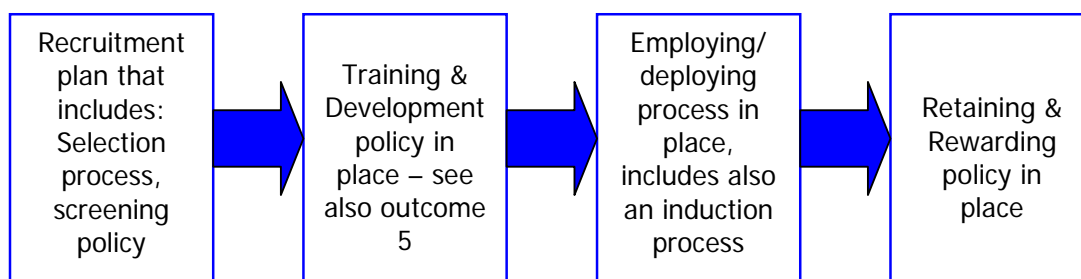
up of its coaching workforce and build an accurate picture of coaches needs.

3.1.2 Angling does have some of this information. Data is collected on the number of coaches within each of the three disciplines. However, there are discrepancies between the number of coaches on the central fishcoach.org database and the figures that have been supplied by the NGB's. The NFA have 187 coaches on their books who are licensed through the NFA (fishcoach.org states 245). The STA has 363 coaches of which 163 are licensed (fishcoach.org states 173).

3.1.3 There is no clear, consistent information available on the make-up of the coaching workforce across the three NGB's in relation to ethnicity, qualifications & gender. The information on the central fishcoach.org database only states the fields – name, discipline, address and contact details.

3.2 Coach Management policies and procedures are communicated and implemented based on national guidelines

3.2.1 The WCCS indicates that the following coach management structure should be in place:



3.2.2 **Recruitment of coaches** - None of the NGB's appear to have a plan where they are actively looking to recruit coaches. There is no specific recruitment on their website such as details on how to become a coach. However, all 3 NGB's do have a coaches section where details can be obtained for upcoming coaching courses (although a number of those pages are currently under construction).

3.2.3 **Training and Development** - The sport does appear to be developing a training & development programme and it can be viewed from the fishcoach website. The Coach Education programme is currently only a four tier model and would need to be reviewed at some point to bring it into line with the National Coaching Certificate 5 tiered programme. It also seems that coaches are not aware of the current system. The questionnaire that went out to coaches as part of the volunteer review indicated that many coaches would like to take a higher qualification but are unsure how to go about it.

- 3.2.4 **Employing/Deploying Coaches** - There is no system in place that is a 'one stop shop' for the deployment or booking of coaches.
- 3.2.5 The fishcoach.org website conducts this function in some respect. It does contain a list of coaches that are searchable by clicking on a GB map split by the regions in the previously mentioned table. Users are then brought up a list of coach's names, their location and contact details.
- 3.2.6 The aforementioned website is reasonably easy to use. It has a clear link which states 'list of licensed coaches'. However, the site allows the customer and coach to interact directly, not allowing the NGB to regulate the deployment of coaches or monitor the usage and demand for coaches in the sport of angling. The database also does not provide the customer with any details on the coach's qualifications or experience.
- 3.2.7 **Marketing/Profile of the service** - The website would not be easy for a potential customer to find, particularly from each of the individual websites. Indicated below is the process that you have to go through to access the site through each of the individual NGB websites:
- 3.2.8 **Salmon and Trout Association** - The STA do direct people to fishcoach.org to find a list of licensed coaches. The route however for a potential consumer would not be easy. The route they would take is: Education – Finding an instructor.
- 3.2.9 **National Federation of Sea Anglers** –The NFSA has its own list of licensed coaches on the website. It is reasonably easily assessable by education & training – coaching – instructors. There is also a link to the fishcoach website.
- 3.2.10 **National Federation of Anglers** - Has no links to the fishcoach.org website (not included in links section of the website).
- 3.2.11 **Retaining & Rewarding** - It appears that there is no national policy for retaining/rewarding coaches such as coach of the year. At a local level the rewarding & retention of coaches should be built into the clubmark programme.

3.3 All coaching practice is aligned to national guidelines and regulated license to coach scheme

- 3.3.1 The JADB do have a contracted agency to deliver their coach licensing programme – fishcoach.org. The webpage is very clear & concise about what constitutes a license coach. This helps a potential client to know exactly what they are getting when they utilise the services of a licensed coach.

- 3.3.2 A licensed coach through the JADB will have:
- A coaching qualification approved by the JADB
 - Completed the 'Good Practice in Child Protection course
 - Hold a valid CRB check
 - Adequate third party insurance
 - Provided evidence of professional development
 - Provided evidence of coaching activities

3.3.3 However, there are discrepancies between the number of licensed coaches of the fishcoach site (effectively the number of JADB licensed coaches) and the number of licensed coaches within the individual governing bodies.

3.3.4 There is also no information that supports a license renewal system. Therefore once licensed, as long as coaches continue to pay their license fee, they could continue to be a licensed coach for as long as they like without having to update their coaching skills on other courses.

3.3.5 The following table highlights the following factors that WCCS state should be present in a coach licensing system:

What practice should be in place within an effective coach licensing system	Does the current structure through fishcoach.org meet these objectives?
Coaches skills matched to player skills	NO
Sessions planned, delivered, evaluated	Yes/Maybe – Coaches are provided with these skills as part of there coaching qualifications. However, there is no quality control system in place to ensure that sessions are planned etc
Players/customers/clients have the opportunity to provide feedback	NO
Coaching takes place at appropriate facilities with risk assessments conducted,	Yes – Coaches are provided with this training as part of their level 2 coaching award
Appropriate coach: player ratio's in place	No
Coaching linked to development programmes	No
All coaches regulated through a licensed structure	Yes

3.3.6 **Bookings Systems & Quality Control** - At present fishcoach.org provides a purely informational one-way function. A customer would click on their region and a list of coaches and their contact details would be shown, to gain further information they would then have to

contact them directly. The system cannot ensure that coaches are being deployed into programmes with the correct coach: player ratio's etc. Allowing the client to call coaches themselves leaves little scope for quality control or tracking what coaches are doing. It also leaves little opportunity for coaches to be matched according to their skills or ensure that coaches are delivering high quality. This one way function also provides little or no opportunity for players/clubs/clients/customers to provide feedback.

3.4 All coaches will be recognised, feel valued and have appropriate funding and reward

3.4.1 The WCCS states that coaches should have the opportunity for paid employment within the sport, should be communicated with regularly and be supported with their Continuous Professional Development (CPD) needs.

3.4.2 There is potential for coaches to be provided with paid employment. Many programmes, particularly those targeting youth at risk, appear to be using fishing as an extra-curricular activity. However, the structure within the current licensed system does not lend itself to a clear one-stop booking process for clients external to the NGB's and the sport and the service is not marketed effectively to clubs, individuals or external agencies.

3.5 What benefits does a coach gain from paying their license fee?

3.5.1 Coaches seem to gain little benefit from the fee they pay to become a licensed coach. They gain entry onto the database, a membership card and insurance plus an occasionally newsletter.

3.5.2 It does not appear that the coaches receive communication regularly and there is no specific coach's forum, or coach's area of the web-site where they could gain information on future coach development opportunities. As previously mentioned the volunteer review highlighted a number of coaches who stated that they would like to undertake further, higher level coaching courses but were unsure on how to go about it. The licensing service is also not actively marketing and promoting the services of its licensed coaches and so therefore is not enhancing their potential of gaining paid coaching opportunities.

4. Case Studies from other sports

4.1 Out of the large number of sports investigated below are examples of good practice from two sports: tennis and cricket.

4.2 Example of a good coaching licensing scheme:

Lawn Tennis Association:

4.2.1 Lawn Tennis Association (LTA) Coach Licensing Scheme aims to provide minimum standards for coaches (kite mark) and help coaches with their Continuous Professional Development.

4.2.2 To become a licensed tennis coach you must have:

- A Level 2/3/DLA qualification in Tennis
- Have a First Aid qualification within the last 3-years
- Have a valid CRB check with the LTA.

4.2.3 To renew your license: Coaches must gain 60 credits over a 3-year period in order to keep their license. This ensures that the coach is keeping up-to-date with the latest developments within tennis and general coaching practices. Coaches gain their credits by attending LTA Development courses. The courses are 3-hours in length and are generally worth 15 credits. Courses cover areas such as mental skills, talent identification, working with disabilities etc. Credits can be earned by completing courses on CD Rom based software, reducing the coaches travel time and cost.

4.2.4 Benefits of being a licensed coach: Coaches who are licensed through the LTA receive the following benefits:

- Public Liability Insurance – 10million
- Employment Opportunities
- Exclusive details with Hi-Tech and ALD Autochoice
- Participation in the Wimbledon Ticket Scheme
- Promotion/marketing of licensed coaches
- New coaching resources
- Child Protection Information
- Coaching magazine – 3-times per year
- Dedicated a web-site with access to on-line resources, support and information

4.2.5 The License fee is £24

4.3 Example of a good coach benefits scheme:

England and Wales Cricket Board:

4.3.1 The ECB run a coaches association. Membership benefits include:

- Public Liability Insurance – 5million
- Employers Liability Insurance – 10million
- Technical Bulletins

- Coaches Yearbook
- Specialist Equipment Directory
- 'Hitting the Seam' newsletter
- Dedicated ECB Coaches Association website with access to coaching course information, coaches forum, support and useful information

4.3.2 The cost of membership is £25 cheque or £21 Direct Debit

5. The cost of coaches – examples from other sports

5.1 The table below highlights how much professional coaches would be charged out at in three sports similar to angling (i.e normally one on one but small group coaching could also take place) – Tennis, Squash & Golf.

5.2 The information in the tables below can be used to develop a guide pricing structure for coaches in angling

Golf

Position/Qualification	Cost per 30mins
PGA Trainee	£13-£14
PGA Club Pro/Head Pro	£16

Tennis

Position/Qualification	Cost per 45mins
Level 1/Assisiant	£15
Level 2/Club Coach	£17
Level 3/Head Coach	£18

Squash

Position/Qualification	Cost per 40mins
Level 1/Club Coach	£13-£15
Level 2/Head Coach	£15-£20

6. Coach Management

- 6.1 As part of the process of developing a coach licensing system it is an imperative to develop a coordinating body to do so. The JADB should oversee this body however the agenda should be totally coach specific.
- 6.2 During the process Sport Structures have supported two coach management meetings and these have started to discuss and debate in depth the issues related to the management and development of coaches in the sport.
- 6.3 The group was made up of the National Governing Bodies, Bodies representing coaches and not only the coach licensing issue was discussed the agenda broadened to Coach Insurance, Payment levels of coaches, Tutor qualifications for the delivery of coach education, Coach

7. Key Findings

- 7.1 Through the comparison of 'where the JADB are now' with the WCSS in terms of coach management & licensing the findings indicate that the sport is operating some of its coaching services in-line with the guidelines but it still has a number of changes to make to implement a world class system.
- 7.2 The JADB and the three disciplines of angling have a number of licensed coaches and coaches within their system. **In comparison to the number of anglers however, more coaches are required to meet demand, particularly within clubs.** The JADB through its member NGB's and Fishcoach.org have made some strides towards collecting baseline data on coaches, however, more information is required to build up a full picture of coaching in angling and the needs of coaches within the sport.
- 7.3 There are also clear discrepancies between NGB figures and JADB (fishcoach) figures on the number of licensed coaches within the sport. Therefore it would appear that there is a lack of clear communication between fishcoach and the NGBs regarding coach licensing.
- 7.4 The license system developed by the JADB through fishcoach sets a good framework for licensing angling coaches. The standards that have been set meet the requirements of what a licensed coach should look like and standards are similar to coaches who are licensed through other sports (e.g. tennis). The licensing system needs further work however, as it does not have a clear, robust renewal system. As such coaches do not need to attend further courses vital to their development and can continue coaching as a licensed coach without expanding their knowledge and keeping up-to-date with new developments.
- 7.5 The JADB does currently offer a deployment service through fishcoach, although this is limited. The database established is effective and easy to use, being searchable by regions. However, the service is not controlled, meaning that opportunities are being missed in terms of effective monitoring of coach utilisation, coaching initiatives and commercial opportunities that could raise revenue for the sport that could be used enhance the service to coaches.
- 7.6 The services of licensed coaches are not being actively promoted and marketed to potential clients. There are plenty of agencies internally (clubs, anglers etc) who would like to utilise licensed coaches and also a large number of external agencies who require the services of licensed coaches such as youth engagement and intervention

programmes. The implication of not having an effective coach management system to capitalise on these opportunities is resulting in opportunities being missed for both the JADB and for the coaches within the system.

- 7.7 The benefits offered to coaches who pay the fee to become a licensed coach are very limited. As part of the current system coaches gain little benefit from being a licensed coach. Coaches are not provided with effective communication, have no dedicated web based resource and are not informed about development opportunities. In comparison with other sports, the benefits of the JADB license scheme are poor. Coaches licensed through the LTA pay just £6 (if paying by direct debit) more than coaches licensed through angling yet the member benefits are far greater.
- 7.8 The Joint Angling Governing Bodies coordinating group for coach development needs to be formalised as this group could drive forward the development of coaches in the sport and raise the standard of and services to coaches.

8. Recommendations

- 8.1 That the coach management group be formalised as a sub group of the JADB the aim of the group should be to
- To provide strategic lead for the development and management of coaches in Angling meeting the guidance as identified in the World Class Coaching system (WCCS).
- 8.2 Its Primary Responsibilities of this group are to:
- To oversee the auditing of coaches as identified in the WCCS
 - To oversee the development of coach education programmes
 - To agree the Continuous Professional Development programme on a year by year basis
 - To oversee and receive reports in the following areas of coach management:
 - Coach Education programmes (the development of courses and numbers attending)
 - Agree criteria for Coach education tutors
 - Coach licensing (Numbers licensed and income generation)
 - Agree re-validation criteria for coach licensing
 - Agree licensed CPD providers
 - Continuous Professional Development
 - Angling coach development courses & homes study resources
 - To report to the Joint Angling Development Board on progress against set targets
- 8.3 **The group membership should be from**
- National Governing Bodies
 - NGB approved Coaches Associations
 - Coach Licensing Administrative Body
 - *SCUK should be invited to selected meetings in an advisory role
- 8.4 The coach management group should seek to develop a coach management and development programme from angling coaches based on the services identified in appendix 3. This may be a mix of NGB direct provision and contracted out to services like the coach groups or private organisations.
- 8.5 The JADB should operate a coach licensing scheme embracing all the National Governing Bodies. This scheme should be operated and managed separately from the coach education structure, however coaches can only become a licensed coach if they have achieved level one award – the licence should also be time limited, related to CPD.
- 8.6 As part of this licensing scheme an improved coach benefits scheme is developed based around the membership benefits package within the ECB & LTA. Prices may need to be reviewed as part of this package.

- 8.7 Although a number of views were expressed it is Sport Structures strong view that Coach licensing should be contracted out to manage the administration and development of coach licensing and coach education. The outline budget is identified in appendix 2.
- 8.8 The contracting out would enable a consistent service to be provided and also the development of more coaches as well as improving the quality of those coaches currently operating. This improvement can be seen in the successes in other sports who have taken this approach.
- 8.9 A number of issues have been raised that are coach specific and should not take up the valuable time of the full JADB meetings however Sport Structures have identified the issues and the potential for resolution of these issues in appendix 1. These matters should be resolved through the coach management group.

Appendix 1 Issue resolution

Coach Insurance:

The Coach licensing provides basis insurance for the coach as every coach must licence through the coach licensing programme. Should coaches associations wish to provide further cover then this is a decision for their membership, however should not be in conflict with the Coach licensing cost or cover.

Sale of products and equipment to coaches

Coach Associations to agree arrangements for their membership; however these suppliers could be encouraged to buy advertisements etc with the coach licensing website

Cost of being a coach

Every coach will become a licensed coach and also will have an option of becoming a member of a recognised coaches association. The cost of the licence will be set by the coach management group and costs of coaches associations will be the responsibility of that association, however the associations must ensure that all qualified members coaching are a licensed coach.

Cost of coach education should be agreed with the coach management group and income derived from coach education should be retained by each particular NGB.

Payment levels of coaches

The Coach Management group should provide guidance for the different levels of coaches compared to other sports – this may also take into account the experience of the coach as well as the qualification.

Coach Education and Continuous Professional Development

Continuous development should be licensed to suitable organisations to deliver CPD linked with the continuous development and improvement of coaches. The coach management group should agree the criteria for accrediting coaches associations to deliver appropriate CPD.

Coach Education income

Income derived from coach education should be retained by the NGB and the deliverer of recognised CPD programmes

Tutor qualifications for the delivery of coach education

The coach management group should consider suitable qualifications for the tutor trainers to ensure quality control on the delivery of coach education. This could be the SCUUK Coach Educator programme.

Appendix 2 Coach licensing budget

3 Year forecast for Angling

Assumptions	Year 1	Year 2	Year 3
New Coaches	400	100	50
Existing Coaches	0	400	500
Sponsorship 1 - No of Sponsors	12	24	30
Sponsorship 2 - No of Sponsors	50	100	125
Sponsorship 3 - No of Sponsors	12	24	30
Number of Licensing Schemes	3	3	3

	Unit Price	Year 1	Year 2	Year 3
Income				
License Fees	£25.00	10,000.00	12,500.00	13,750.00
Sponsorship 1 (product of week)	£50.00	600.00	1,200.00	1,500.00
Sponsorship 2 (Store directory)	£20.00	1,000.00	2,000.00	2,500.00
Sponsorship 3 (Banners)	£15.00	180.00	360.00	450.00
<i>Shop Commission</i>		1,000.00	1,500.00	1,500.00
<i>Own resources Sales</i>		0.00	2,000.00	2,000.00
<i>Sponsorship of Fishcoach</i>		0.00	0.00	0.00
NGB/partner Investment		5,000.00		
Total		17,780.00	19,560.00	21,700.00
Expenditure				
Database		2,000.00	0.00	0.00
Card Making Equipment		0.00	0.00	0.00
Administration	20,000.00	6,666.67	6,666.67	6,666.67
Distribution of licence & Newsletter		912.00	1,140.00	1,254.00
Website		5,000.00	1,000.00	1,000.00
Sales & marketing - Personnel		2,000.00	1,500.00	1,500.00
Coach incentives	3.00	1,200.00	300.00	150.00
Coaches Insurance	5.00	2,000.00	2,500.00	2,750.00
Printing Costs	0.25	100.00	125.00	137.50
Newsletter	500.00	500.00	500.00	500.00
Marketing Budget	500.00	500.00	500.00	500.00
<i>Resource Product Development</i>		0.00	0.00	0.00
Total Expenditure		20,878.67	14,231.67	14,458.17
Excess income over expenditure		-3,098.67	5,328.33	7,241.83
Return over three year period				9,471.50

Appendix 3: Coach Management structure

