



Kent Cricket Board

Workforce Development Plan 2009-11

Contents

1. Introduction and Context	3
2. CCB Executive Committee	5
3. Operation Management Group	6
4. CCB Professional Development Team	7
5. Emerging Player Programme	9
6. County Junior	10
7. District	13
8. Club	16
9. Schools	22
10. Coach Education	24

Appendices

1. KCB Coach Education Programme 2008/09

1. Introduction and Context

The Kent Cricket Board (KCB) Workforce Development Plan 2008-2011 is written within the context of the KCB Strategic Plan 2008-2011.

The KCB's vision is *'to be an innovative organisation, providing a cricketing future for all, in England's leading cricketing county'* and focuses on four key result areas:

- Key Result Area 1 - Community Cricket
- Key Result Area 2 - High Performance Cricket
- Key Result Area 3 - Cricket Programme Management
- Key Result Area 4 - Administration and Management

Key to achieving our plans set out in each area and thus ultimately realising our vision is to ensure that the workforce that underpins cricket within the county is able to support the needs of cricket development within Kent.

It is important to define what we mean by 'workforce' when related to cricket so as to ensure that *all* concerned are considered within the development plan. 'Workforce' includes anyone that offers his or her skills and time in either a paid or unpaid capacity to support the development of cricket across all sections of the game within the county. Within Kent the workforce is as follows:

- Coaches
- Officials
- Groundsmen
- Teachers
- Welfare Officers
- Volunteers
- Administrators

Each area of the workforce will be considered in this plan within the context of the KCB Talent Pathway. The KCB Talent Pathway considers cricket within the following contexts:

- CCB Executive Committee
- Operational Management Group
- CCB Professional Development team
- Emerging Player Programme (Junior Academy)
- County Junior
- District
- Club
- Schools

The aim of this Workforce Plan is to audit the current workforce against the needs of the KCB Talent Pathway (where are we now), highlight the vision for each sector of the workforce, identify any gaps in the workforce provision against the vision (where do we need to be) and outline the actions that need to take place in order to fill those gaps (action planning and implementation). Finally, strategies for reviewing the progress of the plan will be outlined.

The Workforce Plan that follows will be presented in the following sections:

	Professionals	Volunteers	Coaches	Managers	Officials	Groundsmen	Teachers	Welfare Officers	Courses	ECB CA Membership	Tutors & Assessors	FBTs and Ivs
2. CCB Executive Committee		2.i										
3. Operation Management Group		3.i										
4. CCB Professional Development team	4.i											
5. Emerging Player Programme (Junior Academy)			5.ii									
6. County Junior			6.ii	6.i	6.							
7. District			7.ii	7.i	7.							
8. Club		8.i	8.ii		8.	8.v			8.viii			
9. Schools			9.ii				9.vi					
10. Coach Education									10.i	10.	10.x	10.xi
									x	x	i	i

2. CCB Executive Committee

The Kent Cricket Board Executive Committee is an elected board of volunteers who have responsibility for the operation of Kent Cricket Board. The Executive Committee manage all matters of strategy and policy. Delivery of the strategy and carrying out of policy is delegated to sub-committees for the relevant area of work. In turn this is passed to the professional development team for day to day implementation.

The Executive Committee now has a settled membership and this has ensured that the awareness and involvement in delivery is at a high level. Continuity remains a concern and measures should be put in place to ensure appropriate succession of Committee members.

2.ii Volunteers

Vision

1. To ensure an Executive Committee of committed, well informed and engaged volunteers in order that the affairs of the Kent Cricket Board can be directed in a robust manner.

Audit and Gap Analysis

The Executive Committee membership is currently as follows:

Role	Elected Member
Chairman of the Structured League	Chris Swadkin
Chairman of Women's Cricket	Tony Rose
Chairman of the Clubs' Committee	Peter Robinson
Chairman of the KCB ACO	Ken Say
Chairman of the KCB CA	Peter Carter
Chairman of High Performance	David Turner
KCCC Representative 1	Paul Millman
KCCC Representative 2	Jon Fordham
Secretary	Jim Cheeseman
Treasurer	Mike Clarke
Child Welfare Officer	Dave Nash
Director of Cricket Development	Jamie Clifford

At present the committee is very settled and there are no gaps. It should be noted that KCCC representative attendance has been poor in recent, this situation should be reviewed and an understanding of KCCCs desired input sought.

Recent restructuring means that the High Performance Committee now has responsibility for Girls squads. This structure should be reviewed after 12 months of operation (September 2009).

Action plan and review

The Executive Committee is to continue to ensure that its membership is 'fit for purpose'.

Although the committee is very settled at present and no gaps exist, the individual sub-committees will ensure that appropriate succession policies are in place to ensure continuity. Furthermore, the Committee will provide appropriate inductions for new members on to the group.

The High Performance Committee provision for Girls squads will be reviewed in September 2009.

3. Operational Management Group

The KCB is committed to strategic development through an Operational Management Group (OMG). The group is made up of representatives from the Board's key partners. The group is responsible for the implementation of the KCB strategy and evaluating and initiating new initiatives. The OMG meets quarterly with a full review and outcome planning meeting in September each year.

3.ii Volunteers

Vision

1. To develop and maintain a membership on the OMG that has a broad experience and knowledge base in all aspects of sports development, cricket and strategic planning.
2. To develop a robust process for selection onto the OMG and succession planning.

Audit and Gap Analysis

The OMG is currently made up of 5 members. Representatives come from the England and Wales Cricket Board; Kent County Cricket Club; KCB Executive Committee; Clubs Committee and the Director of Cricket Development. There is currently no membership from the County Sports Partnership.

There is currently no formal selection process for recruitment onto the OMG or procedure in place for succession planning.

Action plan and review

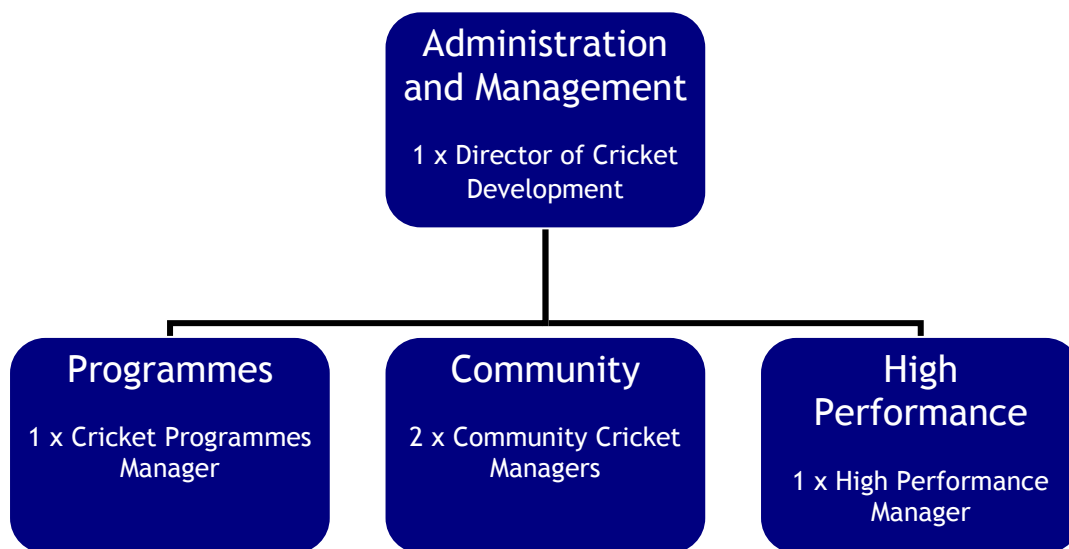
So as to ensure that membership of the OMG has a broad experience and knowledge base in all aspects of sports development, cricket and strategic planning it is important that an audit of the group's skills and knowledge base is carried out and any gaps identified. Once those gaps (if any) have been identified, additional representatives will be recruited. Prior to any future recruitment, a process for selection will be agreed as well as a strategy for succession planning. In addition to any gaps that might be identified, a representative from the County Sports Partnership will be recruited onto the group.

Performance and membership of the group will be reviewed annually as well as selection and succession planning procedures.

4. CCB Professional Development Team

The KCB's Professional Development Team is structured to facilitate and recognise the KCB's Strategic Plan 2008-11 and its four key result areas as outlined in the introduction. The Development Team underwent significant restructuring towards the end of 2007 so as to ensure that the Kent Cricket Board could deliver the strategy successfully.

The structure of the Professional Development Team is as follows:



In addition to the staff outlined above 16 District Development Officers, 1 Child Welfare Officer and 1 part-time admin assistant support the delivery of the strategic plan and thus complete the KCB Professional Development Team.

4.i Professional

Vision

As outlined in the introduction the KCB's vision is *'to be an innovative organisation, providing a cricketing future for all, in England's leading cricketing county'* and focuses on four key result areas:

- Key Result Area 1 - Community Cricket
- Key Result Area 2 - High Performance Cricket
- Key Result Area 3 - Cricket Programme Management
- Key Result Area 4 - Administration and Management

Each key result area has a specific vision which underpins the KCB's vision and is delivered by the work of Professional Development team. These are as follows:

Key Result Area 1 - Community Cricket

To support, maintain and increase participation in a safe and enjoyable environment and be recognised as the leading and most successful example of community participation in English cricket.

Key Result Area 2 - High Performance Cricket

To build a pathway for the stars of tomorrow and be recognised as the most consistently successful County team at all levels.

Key Result Area 3 - Cricket Programme Management

To be recognised for achieving maximum growth in the game, in playing and volunteering, through the operation of the highest possible quality of cricket development programmes.

Key Result Area 4 - Administration and Management

To be respected and recognised as the outstanding example of leadership and management in English Cricket.

Audit and Gap Analysis

All full time posts within the CCB Professional Development Team are currently filled. Recruitment for the team takes place through a robust selection process which includes the involvement of members of the Executive Committee. In the future, posts will be as widely advertised as possible. Upon recruitment a thorough induction programme takes place and annual work programmes are agreed with each employee. A regular review of progress against work programmes takes place and an annual appraisal process in place for all existing employees.

District Development Officer positions are currently vacant in Canterbury and Swale Districts.

Action Plan and Review

The KCB will continue to recruit members for its team on the same basis as it currently does (outlined above).

The KCB should review the work programmes that are in place for each team member and a more formal approach to on-going review throughout the year should be put in place (i.e. 4 times a year).

Members of the Executive Committee should be involved in the formal management process of the Professional Development Team and the Director of Cricket Development will ensure that this is arranged.

The Community Cricket Managers are to undertake a recruitment process for the vacant District Development Officer positions by the start of the 2009 cricket season.

5. Emerging Player Programme (Junior Academy)

The Emerging Player Programme (EPP) is an ECB directive that has been established by Kent County Cricket Club, together with the KCB to develop those players with potential to become professional cricketers. It serves male and female players between the ages of 13 and 16. Players for the EPP are selected from the U13 and U11 Kent Young Cricketer programmes (these are the county age group squads). There are currently 11 players on the programme in Kent. In order to ensure that players receive the appropriate coaching and support whilst involved with the EPP attention needs to be given to the coaches delivering the programme.

5.iii Coaches

Vision

1. To have one Level 3 coach every 2 years up-skill to a Level 4 coach.
2. To have one Level 2 coach every 2 years up-skill to a Level 3 coach.
3. First Class players to facilitate 50% of all group coaching sessions.
4. To develop a second fast bowling specialist coach.

Audit and Gap Analysis

There are currently 7 coaches delivering the EPP programme within Kent (3 Level 4, 2 Level 3 and 2 Level 2). A minimum of 3 coaches are involved in delivering group coaching sessions at any one time and all 7 coaches are involved in providing 1:1 coaching for the players on the programme.

There is currently one coach working towards a Level 4 qualification therefore meeting the current vision. The Level 2 coaches are not currently working towards their Level 3 qualification.

Three players are receiving 1:1 coaching with a First Class Player (who is also a Level 3 coach) on a weekly basis. Twenty five percent of group coach sessions are facilitated by a First Class player.

There is currently one fast bowling specialist coach working within the programme. However, due to other work commitments this coach is not available throughout the whole year to support the programme.

Action Plan and Review

In order to meet our identified need, one of the two Level 2 coaches working on the EPP programme must be selected to work towards his Level 3 qualification. Robust criteria for the selection process needs to be in place so as to ensure that the appropriate individual is selected and thus supported in this development opportunity by the Board.

To increase contact time with First Class players from 25% to 50% of all group coaching sessions an increase in the budget available to remunerate coaches on the EPP programme needs to be considered by the Board as well as the availability of such players.

A second fast bowling specialist coach needs to be identified to support the EPP programme. An increase in the budget available to remunerate coaches on the EPP programme will need to be considered to support this requirement. In addition, robust criteria for the selection process needs to be in place so as to ensure that the appropriate individual is selected.

Progress with regard to each of the above actions will be monitored on an annual basis and targets amended and/or new targets set accordingly.

6. County Junior

In Kent, County Junior cricket for girls and boys consists of the Kent Young Cricketers and Emerging Spitfires Programmes. The Kent Young Cricketers programme makes up the County Junior squads and consists of U11, 13, 15 and 17 age groups. The Emerging Spitfires Programme accommodates those cricketers who are close to achieving a place in a Kent Young Cricketers squad and consists of U12 and U14 age group programmes for boys and an U13 programme for girls. Each squad is supported by designated coaches and a team manager and officials are utilised wherever necessary within the annual programme.

6.iii Coaches

Vision

1. To ensure that every squad has at least one Level 3 coach or Club Coach involved within their programme.
2. To ensure that all UKCC Level 2 coaches attends the Coach Development Workshop programme and gains the Club Coach Award.
3. To develop succession plans for specialist coaches.
4. To double the number of women coaches supporting the girls programmes.
5. One Level 2 coach working towards their Level 3 coaching qualification every year.

Audit and Gap Analysis

Two coaches support each county age group squad (Kent Young Cricketers and Emerging Spitfires). There are a total of 10 coaches working across the boys' squads and 7 coaches working across the girls' squads. This equates to 1 Level 4, 5 Level 3 and 11 Level 2 coaches. Two coaches are working towards their Level 3 coaching qualification. Five of the current squads within the County Junior programme have a Level 3 coach involved within their programme. None of the Level 2 coaches currently working on the programme have achieved the Club Coach Award.

There is currently no succession plan in place for the specialist coaches that are working within the county junior programmes.

Two women coaches are currently supporting the girls' programmes. A minimum of 2 more women coaches are required to work within the girls' coaching programmes.

Action Plan and Review

Two coaches are currently working towards the Level 3 coaching qualification. In order to meet our identified need, one additional Level 2 coach each year working within the County Junior programme must be selected to work towards his or her Level 3 qualification. Robust criteria for the selection process needs to be in place so as to ensure that the appropriate individual is selected and thus supported in this development opportunity by the Board. In addition to this, all UKCC Level 2 coaches must be encouraged to attend the Coach Development Workshop programme and to gain the ECB Club Coach Award. This must be supported by the Coach Education Programme.

A succession plan for developing specialist coaches needs to be in place so as to ensure that current specialist coaches are helping to develop those of the future.

A recruitment drive that aims to encourage the involvement of more women coaches within the girls programme must take place. Suitable criteria for the selection process needs to be in place so as to ensure that the appropriate individuals are recruited. In addition, a succession plan for developing women coaches must support the recruitment process.

6.iv Managers

ECB guidelines state that within each age group match play programme two responsible adults should be present, one of whom must be the coach and one the manager or, just two responsible adults. All 'responsible' adults should ideally have been through a rigorous recruitment procedure (as outlined in the ECB's Safely Hands Policy) which might include the use of application forms, a meeting and/or interview

before decisions regarding recruitment is made and should ensure that a minimum of 2 references are requested from individuals as well as an up-to-date CRB Enhanced Disclosure (renewed every 3 years).

Vision

1. A robust recruitment process when identifying and selecting potential managers.
2. Training needs analysis of current managers to ascertain current situation and ascertain what training, if any, is required.
3. Managers to work with one age group rather than across age groups.
4. Manager and coach roles to be separate roles rather than a shared role (i.e. the same person as manager and head coach).
5. All managers to have up-to-date First Aid and SPC certificates and CRB Enhanced Disclosure.

Audit and Gap Analysis

Currently the KCB does not have a defined recruitment procedure for identifying and selecting managers for county junior squads. A review of the current strategy highlights that previously, manager roles have been filled by word of mouth and a recommendation basis. References and up-to-date CRB Enhanced Disclosures are asked for upon recruitment. Each team manager is in regular contact with the High Performance Manager and as a result constant reviewing of the programme and its administration takes place. This takes place via regular face to face meetings and correspondence by telephone and email.

Although the KCB is aware of its managers' status with regard to cricket knowledge, experience and coaching qualifications, a more detailed picture of the skill base across the age groups would be helpful when identifying managers training needs in the future. The KCB does not enforce a policy that insists all managers are qualified coaches as it recognises that good managers are not necessarily coaches.

Each boys and girls county age group squad in Kent has a designated manager (although the U11 and U13 girls are to be confirmed for 2009). Two girl and two boy squads currently have a shared manager (i.e. the manager manages more than one age group).

Seven out of the 10 county junior squad managers 'employed' by the KCB are qualified coaches (1 x Level 1, 4 x Level 2 and 2 x Level 3). Two of these have a combined manager-coach role.

Each manager is appropriately qualified with up-to-date First Aid and SPC certificates and a CRB Enhanced Disclosure.

Action Plan and Review

A clearly defined procedure for identifying and selecting managers for the county junior squads should be in place. This procedure, once in place, will be reviewed by the High Performance Manager and Director of Cricket Development on an annual basis where necessary (i.e. if the recruitment process has been needed in any one season).

Training needs analysis of the current county junior managers will take place so as to ascertain the current situation with regard to qualifications, knowledge and experience outside of the minimum requirement of 1st Aid, CRB and SPC. This will enable the KCB to ascertain what training, if any, is required to up-skill this specific sector of the workforce.

Ideally each squad would have its own manager without the need to 'share' managers across squads. This would ensure that each manager can fully focus on one squad and give it the necessary time and attention that it deserves. In addition to this separate managers and head coaches for each squad should be recruited. This is not to say that the manager cannot facilitate and support the head coach in the coaching process, just that the roles are separated. It is therefore of utmost importance that the recruitment process is clearly defined so as to ensure that the appropriate persons are identified and selected to fulfil these roles.

The High Performance Manager is to ensure that Managers First Aid and SPC certificates as well as CRB Enhanced Disclosures are checked annually. If any one has lapsed then they are to register for the

appropriate course and/or apply for an up-to-date CRB Enhanced Disclosure. These records can be found on the KCB database.

6.v Officials

Over the last 12 months or so the ECB has worked hard to bring umpires and scorers under the same association. The association that represents officials and scorers is now known as the ECB Association of Cricket Officials (ECB ACO). The KCB established its own a county ACO following the formation of the ECB ACO in May 2008. This is known as the KCB ACO.

Vision

1. Every county squad to have access to a qualified umpire for every fixture.
2. Formalise the selection process for scorers in county age group cricket.
3. Where appropriate provide scorers with training to ensure that scorers are up-to-date in their knowledge.

Audit and Gap Analysis

Every county age group fixture is supported by a qualified umpire. The umpire is arranged via the Appointments Secretary of the KCB ACO. The Performance Manager provides the Appointments Secretary with a fixture list and he in turn provides the Performance Manager with umpires that are appropriately qualified for each fixture.

Parents of squad players are currently relied upon to fulfil scoring duties at county age group fixtures. There is no formal selection process to ensure the suitability of the scorer or specific training in place to support these individuals. The scorer's knowledge and experience is therefore not considered prior to a game. It is assumed that the parent volunteering to score will have such knowledge and carries out a similar role for their club.

Action Plan and Review

A formal selection process should be in place to ensure that appropriately skilled and qualified individuals are scoring at all county age group fixtures for Kent. This should be carried out with the guidance of the KCB ACO. Where appropriate, formalised training should be offered to those individuals who are currently scoring for Kent in county age group fixtures and they should be encouraged to take this.

7. District

The county of Kent consists of 16 Districts. Structured programmes are lead by District Development Officers in each District and each District runs a talent development squad at Under 10, 12 and 14.

Open coaching takes place in each District which is then followed by a trial in the winter which leads to the selection and creation of a district squad. This makes up the first rung of the High Performance Pathway within Kent.

7.iii Coaches

Vision

1. To ensure that a team of appropriately qualified coaches (Level 2/ UKCCC2) are in place across all districts and squads in order to deliver a high quality programme of district cricket.

Audit and gap analysis

A full audit of the existing coach provision was undertaken in September 2008. The findings are summarised as follows:

- 47 out of a 48 possible teams were run in 2008 (98%)
- 95% of coaches are rated as good or excellent quality
- 40% of districts have too few coaches
- 94% of district coaches are L2 or UKCC2 qualified (MQS L2 / UKCC2 including relevant course qualifications - 1st Aid, SPC and CRB)
- 75% of districts use assistant coaches with the squads
- 70% of district coaches have attended Coach Development Workshops
- 66% of district coaches attended the KCBCA Coaches Conference

The following gaps were noted:

- Medway U10 & U12 programmes are currently being lead by L1 coaches
- Tonbridge & Malling do not currently use assistant coaches
- Bexley and Medway have some assistant coach involvement within their programmes
- Dover and Maidstone coaches have not attended the Coach Development Workshop programme
- Gravesham and Dartford U10 coach has not attended the Coach Development Workshop programme
- There has been patchy attendance of District Coaches at the KCB CA Coaches Conference

Action plan and review

So as to ensure improvements take place within the section of the workforce a number of initiatives will be taken. UKCC 2 courses will specifically be offered as a priority to coaches within the Medway district. In addition to this, Medway, Bexley and Tonbridge and Malling districts will be offered spaces on relevant courses so as to allow for the appointment of assistant coaches within their programmes. Those districts that have programmes that are led by a Level 1 coach will be removed from all competitions until they comply with the minimum quality standards as outlined in our vision.

A wide promotion of the benefits of the Coach Development Workshop Programme will be undertaken in every district, with specific encouragement given to the districts of Dover, Maidstone and Gravesham and Dartford.

The KCB CA will ensure a widespread promotion of the 2009 annual coaches conference to all district coaches. The programme for the day will be developed so as to appeal to this audience.

7.iv Managers

Vision

1. To ensure that districts are encouraged to appoint managers in order to support the running of the district programme.

Audit and gap analysis

In September 2008 a full audit of the existing district managers was undertaken. The findings highlighted that very few district squads have a manager working with them and that 75% of the 16 districts are struggling to find more volunteers.

Given the aspiration of KCB and the belief that managers add value to the programme, measures must be put in place to firstly encourage involvement and secondly to provide the appropriate support for those individuals (i.e. First Aid and SPC training, CRB Enhanced Disclosure application).

Squads that do not have 2 appropriately qualified adults supervising them will be withdrawn from the district competition.

Action plan and review

A number of specific measures will be put in place to ensure improvements in this area of District cricket. Specific communication will be undertaken with each District to promote the benefits of manager involvement. Where appropriate, suitable support programmes will be offered. This will include First Aid and SPC training and CRB Enhanced Disclosure applications.

7.v Officials

Vision

1. To ensure that districts are encouraged to appoint umpires and scorers for district managers in order to provide a high quality of officiating standards.

Audit and gap analysis

In September 2008 a full audit of the existing district managers was undertaken. The findings highlighted that 90% of districts struggle to find scorers and have too few umpires available. Seventy five percent of districts report that umpires are of a poor quality and/or unqualified. This has therefore been identified as a particular area of weakness, with all 16 districts highlighting significant gaps in the provision of officials.

Action plan and review

So as to ensure improvement in this area Umpire and Scorers courses will be actively promoted to district volunteers, in particular parents. The KCB ACO will be made aware of the significant gaps in the provision of officials at the district level and a project initiated that will support each district in their aspiration to support this programme.

8. Club

Three hundred and fifty nine clubs are affiliated to the KCB within Kent. Figures from the National Clubs Survey indicate that from these 359 clubs, 1, 293 teams take to the field during the season (721 adult sides and 571 junior sides). Fifty two of these clubs in Kent have achieved ClubMark status since its inception and 49 of these clubs have also been recognised by the ECB and KCB as Focus Clubs. Clubs are supported by Community Cricket Managers from the KCB and other members of the workforce where necessary. Both the Focus and ClubMark clubs work in line with the ClubMark minimum operating standards. The Focus Clubs also work within the boundaries of their memorandum of understanding that they have agreed with the ECB and KCB.

8.ii Volunteers

A healthy and thriving system of volunteers across the club network is essential to ensure that clubs can continue to run successfully. Although the need for volunteers within clubs is huge, the need varies on a club-by-club basis, depending on their individual requirements. The ECB estimate that there is a need for 61 volunteer roles per Focus Club. With 49 Focus Clubs in Kent the activity report from the Club Development Plans indicates that this amounts to 2, 989 volunteer roles if 1 volunteer undertakes 1 volunteer role. In the majority of clubs however, volunteers typically take on more than 1 voluntary role.

Vision

1. Focus clubs to have 50 volunteers covering 61 volunteer roles.
2. All clubs in Kent to have 50% of their volunteer roles occupied on a 1:1 basis (i.e. for every volunteer role, one person takes on that role).

Audit and Gap Analysis

Looking at figures from the Club Development Plans there are 2,183 volunteers working within the 49 Focus Clubs within Kent (36 paid positions, 2,147 unpaid). Based on the ECB estimation of 61 volunteer roles within each Focus Club, this equates to 44.5 volunteers per club (a shortfall of 806 volunteers in total across the 49 Focus Clubs and 16.5 volunteers per Focus Club). To meet our vision each Focus Clubs requires 5.5 more volunteers.

Across Kent 4,748 volunteers fulfil 6, 819 volunteer roles (figures from the National Clubs Survey). Focus Club volunteers account for 2, 183 (as indicated by the activity report of the Club Development Plans) of these which therefore means that there are 2, 565 individuals fulfilling volunteer roles within the remaining 310 clubs which are not Focus Clubs. If we use the ECB Focus Club estimation of 61 volunteer roles per club (but also recognising that this is for Focus Clubs) there is currently a shortfall of 18, 910 volunteers across the 310 clubs within Kent that are not focus clubs. This equates to a shortfall of 9,455 if we are to recognise our vision in point 2 above.

Action Plan and Review

Realistically KCB cannot monitor the activities of these 310 clubs and its workforce in the way of volunteers. It is expected therefore that the KCB's 49 focus clubs will be supported to meet this vision.

KCB will work with all Focus Clubs to support their volunteer recruitment need. Using the new Introduction to Cricket course, clubs will be encouraged to take a proactive approach to the recruitment of volunteers. Community Cricket Managers will disseminate this recourse prior to the start of the 2009 season.

In addition KCB will work with the new V programme and the V management currently being put in place.

8.iii Coaches

Fundamental to the development of cricket within Kent is to ensure that the coaching workforce meets the needs of the clubs. The need for coaches (in terms of Level and number) will vary from club to club (depending on size of the club, junior sections etc) but ensuring that the right people are in place and appropriately qualified is of utmost importance in every club.

Vision

Our vision for all clubs in Kent is for the following minimum quality standards to be met:

1. Junior coaching programmes must be overseen by a qualified L2/UKCC 2 Coach.
2. The club to have enough ECB qualified coaches to meet the qualified coach player ratios of: 1:8 for net coaching; 1:24 for group coaching; 2 responsible adults per team for matches and 1:16 for hardball cricket.
3. There must be a minimum of 2 adults present at every junior session, ratios as follows depending on age group: 1:8 aged 8 and under; 1:10 aged 9 and over.
4. All ClubMark clubs have a Coach that holds the ECB Club Coach Award (i.e. has attended 6 Coach Development Workshops).
5. Maximising attendance on the Coach Development Workshops in order to increase the population of ECB Club Coach Award Coaches within Kent.

Audit and Gap Analysis

There are 1,092 qualified coaches working within the clubs in Kent (data taken from the National Clubs Survey). Of these 1,092, 498 are servicing the 49 Focus Clubs (data from the Club Development Plans Activity Report). The remaining 594 are working within the remaining 310 clubs that are registered with the KCB.

Of the 498 coaches working within the Focus Clubs, there are 137 ECB L1, 115 ECB L2, 12 ECB L2, 101 UKCC 1, 95 UKCC 2 and 2 ECB Club Coaches. These numbers support the minimum quality standard as outlined above (evidenced by the fact that these 49 clubs have achieved ClubMark status). However, Focus Clubs need to be made aware of these ratios as they have changed since 2008.

For the remaining 310 clubs, although we know that 103 have junior sections (data taken from the National Clubs Survey) we do not know how the remaining 594 coaches that are servicing these clubs breaks down in terms of Level of qualification, coach player ratios and number of adults present at junior sessions and therefore unsure as to how close they are to meeting the minimum quality standards set out above.

There are currently 5 coaches that hold the ECB Club Coach Award across the 49 ClubMark clubs within Kent (as highlighted in the Club Development Plans). A shortfall of 44 clubs that do not have a coach that holds this award therefore exists.

Action Plan and Review

It is imperative that the coaching workforce within the clubs remains buoyant and continues to meet the minimum quality standards set out. The KCB has an extensive Coach Education programme that is continually advertised to all Focus Clubs (as well as the 310 remaining clubs within Kent). Clubs are encouraged to continually develop their workforce and utilise the courses that are available to them. In previous years the Sky Sports Scholarship Awards have provided Focus Clubs with financial support for L2 candidates. One hundred and twenty five pound subsidies were available for L2 candidates which were paid upon full completion of the course. A 'generic scholarship' was also introduced by Sky for use within Coach Education. The KCB used this money to subsidise L1 candidates and also coaches on the Coach Development Workshops that were from Focus Clubs. The more recent coach education subsidy from the ECB will continue to subsidise the coach education programme in a similar fashion although a final decision on how we might use this subsidy has yet to be agreed. This is something that the Cricket Programmes Manager, Chairman of the KCB Coaches Association and Director of Cricket Development need to decide.

In addition to the Coach Education Programme provided, the Community Cricket Managers encourage the Focus Clubs to develop a strategy for succession planning (which in itself encourages clubs to utilise the Coach Education Programme) to ensure that new coaches are being supported in their development and provided with opportunities within their club. This not only develops new coaches but also ensures that any attrition from the coaching workforce is suitably covered (the ECB figure for attrition rates for L1 and 2 coaches is currently 10%).

All ClubMark clubs will be encouraged by the Community Cricket Managers and Cricket Programmes Manager to send UKCC 2 coaches on the Coach Development Workshops so that they can achieve the ECB Club Coach Award. These courses will be marketed throughout the ClubMark clubs and places on these courses will be given to these coaches as a priority.

Realistically KCB cannot monitor the activities of 359 clubs. It is expected therefore that KCB 49 focus clubs will be supported to meet this vision.

8.v Officials

As outlined in section 5 above, umpires and scorers are now governed by the ECB Association of Cricket Officials. Within Kent, the KCB Association of Cricket Officials looks after umpires and scorers working within the county.

With 359 affiliated clubs and 1, 293 teams taking to the field during a season there is a high demand for Umpires and Scorers within the county.

Umpires

Vision

1. Every Focus Club to have or have access to a qualified umpire for each of its registered senior sides.
2. Every club within the county to have access to a qualified umpire.
3. All qualified umpires to be a member of the KCB ACO.
4. All umpires to have an up-to-date CRB Enhanced Disclosure (renewed every 3 years).
5. All umpires to have an appropriate ECB ACO qualification.

Audit and Gap Analysis

Data from the Club Development Plan Activity Report indicates that there are 93 Umpires servicing the Focus Club community. Each of the 49 Focus Club therefore has or has access to at least 1 umpire. It is not clear how many of these 93 umpires are qualified or members of the KCB ACO. The activity report highlights that 253 teams took to the field from the Focus Clubs in 2008. With 353 qualified umpires in Kent (figure from the National Clubs Survey) each of these sides does have access to a qualified umpire.

Figures from the National Clubs Survey highlight that there are 867 umpires working within Kent (353 qualified and 514 non-qualified). With 359 affiliated clubs within the county there is a shortfall of 6 qualified umpires to meet point 2 in our vision.

There are 258 KCB ACO members (data provided from the ECB ACO). We are currently unaware of how many of these members are umpires. With 353 qualified umpires working within the county a large number of these are not members of the KCB ACO.

Whilst we are aware of the number of umpires working within Kent, we do not have records of how many of these individuals have an up-to-date CRB Enhanced Disclosure as this is the responsibility of the Kent ACO.

Five hundred and fourteen of the 867 umpires working within Kent are listed as 'non-qualified' and therefore do not have an appropriate ECB ACO qualification (data taken from the National Clubs Survey).

Action plan and review

An audit needs to be carried out to provide data on how many of the 93 focus club umpires are qualified and to what level.

Accessible education and training for all non-qualified umpires within the county must be organised by the Kent ACO. It is imperative that this is communicated to the cricketing community effectively to ensure that as many 'non-qualified' umpires as possible are encouraged to up-skill.

So as to know the total number of non ACO members who are qualified umpires the Kent ACO need to provide a break down of their membership i.e. number of umpires and scorers. The non-members can then be encouraged to join the ECB ACO.

The Kent ACO is to carry out an audit to ensure that all umpires working within the county have an up-to-date CRB Enhanced Disclosure.

The flow of umpires is critically important to the continuation of the game in Kent. Whilst it appears that there is good coverage, it is vital that the KCB ACO is supported to continue to run education courses in similar numbers to recent years. This is currently at risk in the absence of clear course content and approval from the ECB ACO.

Scorers

Vision

1. Every Focus Club to have a qualified scorer for each of its registered senior sides.
2. Every club within the county to have access to a qualified scorer.
3. All qualified scorers to be a member of the KCB ACO.
4. All scorers to have an up-to-date CRB Enhanced Disclosure (renewed every 3 years).
5. All scorers to have an appropriate ECB ACO qualification.

Audit and Gap Analysis

There are 31 Scorers servicing the Focus Club community. Eighteen Focus Clubs therefore do not even have 1 Scorer within their club. The activity report highlights that 253 teams took to the field from the Focus Clubs in 2008. With only 59 qualified scorers in Kent (figure from the National Clubs Survey) a shortfall of 194 qualified scorers exists within Kent to service the needs of the registered Focus Club senior sides.

Although we are working with clubs on an individual basis (through the Community Cricket Managers) we are yet to aggregate our figures which will provide us with the number of registered senior sides within the Focus Club community. Therefore we are unsure as to what the shortfall of scorers currently is for senior sides within the focus clubs.

There are 541 scorers within Kent (59 qualified and 483 non-qualified). With 359 affiliated clubs within the county there is a shortfall of 300 qualified scorers to meet point 2 in our vision.

There are 258 KCB ACO members. We are currently unaware of how many of these members are scorers.

Whilst we are aware of the number of scorers working within Kent, we do not have records of how many of these individuals have an up-to-date CRB Enhanced Disclosure as this is the responsibility of the Kent ACO.

Four hundred and eighty two of the umpires working within Kent are listed as 'non-qualified' and therefore do not have an appropriate ECB ACO qualification.

Action plan and review

An audit needs to be carried out to provide data on how many of the 31 focus club umpires are qualified and to what level. Once these figures are available a drive to recruit more volunteers to train as scorers within the Focus Clubs can be initiated.

Accessible education and training for all non-qualified scorers within the county must be organised by the Kent ACO. It is imperative that this is communicated to the cricketing community effectively to ensure that as many 'non-qualified' scorers as possible are encouraged to up-skill.

So as to know the total number of non ACO members who are qualified scorers the Kent ACO need to provide a break down of their membership i.e. number of umpires and scorers. Any non-members who are qualified scorers can then be encouraged to join the ECB ACO.

The Kent ACO is to carry out an audit to ensure that all scorers working within the county have an up-to-date CRB Enhanced Disclosure.

8.vi Groundsmen

For every cricket club to host its matches, pitches and outfielders need to be prepared and maintained not only during the season but also annually. The role of the groundsman is therefore of utmost importance.

Vision

1. Every Focus Club to have one IOG Level 2 or above qualified groundsman.
2. Every club within the county to have or have access to one qualified groundsman (IOG Level 1 or above).
3. All qualified groundsmen to be members of the Kent Cricket Board Groundsman Association (KCB GA).

Audit and Gap Analysis

There are 64 groundsmen servicing the Focus Club community. Each of the 49 Focus Clubs therefore has the services of a groundsman. Twenty two of these groundsmen are qualified, 10 to IOG Level 2 or above. Thirty nine out of the 64 groundsmen are either unqualified or hold only the IOG Level 1 qualification.

There are 561 groundsmen working within Kent (98 qualified and 463 non-qualified). With only 98 of the 561 holding an IOG Level 1 qualification or above, a shortfall of 261 qualified groundsmen exists currently.

Of the 98 qualified groundsmen working within the county, 58 are currently members of the KCB GA. Forty of the qualified groundsmen working within Kent are therefore not members of the KCB GA. The KCB GA does not currently have a record of the level of qualification of their members.

Action plan and review

Accessible education and training for all groundsmen working within the county must be organised by the KCB GA in collaboration with the IOG. It is imperative that this is communicated to the cricketing community effectively to ensure that as many 'non-qualified' groundsmen as possible are encouraged to up-skill. Both IOG Level 1 and 2 qualifications need to be provided to ensure that all groundsmen are catered for, including those Level 1 groundsmen currently working within a Focus Club.

All newly qualified groundsmen should be encouraged to join the KCB GA as well as those who are qualified and not yet members (n=40). The qualification level of each member should be available so as to ensure that education and training offered for members are meeting their needs at any one time and that clubs can gain access where necessary to appropriately qualified groundsmen. The KCB GA is responsible for encouraging membership and also collecting information pertaining to member's qualifications and updating such records.

8.viii Welfare

As a minimum all ClubMark affiliated clubs must have 1 trained Child Welfare Officer, appropriate supervision rates (1:8 for U8's and 1:10 for over 9's) and ensure that any club member that has possible individual contact with children has completed a vetting check (i.e. CRB Enhanced Disclosure). These regulations are not mandatory for clubs that have junior sections but are not ClubMark accredited.

Vision

1. All Focus Clubs to have 2 appropriately trained Child Welfare Officers.
2. All KCB affiliated clubs with junior sections to have 1 appropriately trained Child Welfare Officer.
3. All KCB affiliated clubs with junior sections to meet 1:8 supervision rates for U8's and 1:10 for over 9's.
4. All KCB affiliated clubs with junior sections to ensure that all other club members (including coaches, umpires, scorers, first aiders, captains, managers and any other individual that has

possible individual contact with children) have completed a vetting check (CRB Enhanced Disclosure).

Audit and Gap Analysis

There are currently 69 appropriately trained Child Welfare Officers working within the Focus Club community. A shortfall of 27 therefore exists to meet our target of 2 per Focus Club.

One hundred and fifty two of the 359 clubs affiliated to the KCB have junior sections. Currently there are 149 trained Child Welfare Officers within Kent that are currently working within clubs. A shortfall of 3 Child Welfare Officers therefore exists. Those clubs currently receive advice and support from the KCB's Child Welfare Officer whenever necessary.

We do not currently have any data on the workforce within KCB affiliated clubs that are not ClubMark accredited.

Action plan and review

Accessible education and training as well as guidelines for selecting Child Welfare Officers needs to be in place to ensure that our vision is recognised and the highlighted shortfalls met i.e. that all Focus Clubs have 2 appropriately trained Child Welfare Officers and that all KCB affiliated clubs with Junior sections have 1 appropriately trained Child Welfare Officers.

An audit of the workforce within the 152 KCB affiliated clubs that run junior sections needs to be carried out. Following this the KCB Child Welfare Officer will be in a position to identify shortfalls in supervision ratios and vetting checks within these clubs.

9. Schools

There are 743 Primary Schools and 193 Secondary Schools within the state sector in Kent. The KCB provide coaching provision to primary schools via their Primary School Coaching Programme and the Chance 2 Shine (C2s) projects and to secondary schools via the C2s projects. The C2s project is ongoing each year and ever increasing. Crucial to the continuity and future development of cricket within both the primary and secondary school sector is the need to develop a teacher's ability to deliver cricket within their school and ensure that there are enough suitably qualified coaches to deliver coaching within schools.

9.iii Coaches

Vision

1. Increase the number of appropriately qualified coaches that are qualified to deliver cricket within schools and available during school hours (UKCC 2 and Working in Schools Module).
2. Increase the number of appropriately qualified coaches available to support the C2s project (UKCC and Working in Schools Module).
3. Ideally, 1 and 2 above would take the form of employed community coaches around the county (in each district) that can deliver cricket within schools throughout the week and in particular during school time.

Audit and Gap Analysis

There is a team of approximately 50 coaches across the county who are appropriately qualified to coach within schools as either part of the KCB primary schools coaching programme and/or the C2s project. Although these individuals have been delivering on both initiatives some schools have been unable to receive requested coaching from the Primary School Coaching Programme due to a lack of coach availability within school hours. Furthermore, at times it has been difficult to source coaches for each C2s project although each has been covered.

Action Plan and Review

The KCB will continue to ensure that the primary school coaches are appropriately qualified and have the appropriate certifications (i.e. First Aid, SPC, Working in Schools and CRB Enhanced Disclosure).

In addition this audit should identify those coaches within our system that are currently qualified to work within schools and are not currently doing so or those with UKCC 2 but not the Working in Schools Certificate. Once we have identified these coaches we can check their availability of coaching within school hours and their ambitions to do so. Specific gaps can then be identified within the county and more specifically the districts, and a clearer picture of the percentage increase of coaches required. This in turn would help us to realise our vision(s) as outlined above.

9.vii Teachers

Vision

1. All C2s schools (i.e. all schools linked to a C2s project) must send a minimum of 1 teacher on a Cricket for Teachers course so as to ensure that the C2s work is sustained once the project has ended.
2. At least 1 cricket trained teacher (UKCC or Cricket for Teachers) in 50% of all state secondary schools within Kent
3. At least 1 cricket trained teacher (UKCC or Cricket for Teachers) in 50% of all state primary schools within Kent

Audit and Gap Analysis

We do have records of the teachers that have attended a Cricket for Teachers course. However, we are yet to aggregate our figures which will identify those C2s schools that have sent a representative to a course and those that have not. It will then be clear how many schools, if any, have yet to send a teacher on a Cricket for Teachers course.

Currently we do not know how many teachers across the 743 Primary and 193 Secondary Schools are cricket trained. Until we have this knowledge figures for the current percentage of cricket trained teachers within the schools is unclear. Once we have this knowledge we will be able to identify those schools that do not have a cricket trained teacher which in turn will enable us to plan the appropriate number of courses to meet the needs of the schools.

Action Plan and Review

Once we have a clear picture on which schools have been represented at a Cricket for Teachers course we can identify those that have not. Similarly, once we are clear on how many teachers are cricket trained across the schools within the county we can identify the number of teachers that need to be trained to reach our target of 50% for both the Primary and Secondary School sector. Cricket for Teacher courses and UKCC courses (levels dependent on what the teachers' minimum coaching qualifications currently are) can then be organised to suit the need of the teachers i.e. in terms of when and where they take place.

10. Coach Education

The KCB Coach Education Programme is marketed as a quality coach training experience. These programmes are now well established, financially viable and demand driven. Whilst the Club Development Plans are a useful tool for analysing coach education requirements of FCCCs, design of programmes will continue to be based on demand. KCB continue to prioritise places on courses to Focus Clubs and Clubs with ClubMark by promoting to them first. Sky Sports money is utilised by the Focus Clubs to subsidise coach education places, thereby easing the financial burden for candidates and/or clubs registering for L1 and L2 courses. In addition to the Sky Sports money that is available for Focus Clubs, £20 vouchers are given to all clubs that affiliate with the KCB, the number of which depends on the level of their registration. These can be used against any KCB Coach Education course.

The KCB Coaches Association support and promote the KCB Coach Education Programme. In addition to the benefits provided by the ECB CA, the KCB CA provides their membership with regular communications regarding coaching activity in Kent, KCB coach workshops and seminars and an annual Coaches Conference. The KCB CA, together with the KCB, is also responsible for organising reward and recognition days for coaches working within the community (e.g. primary school coaches, Sky Sports Recognition Scheme).

10.ix Courses

Vision

1. To ensure that the coach education programme is meeting the market demand throughout the county.
2. To achieve 90% completion rate on all L1 courses (in line with IPP targets).
3. To achieve 75% completion rate on all L2 courses (in line with IPP targets).
4. Encourage L2 coaches to continue CPD by attending the CDW programme and potentially move on to ECB Club Coach Award.

Audit and Gap Analysis

As outlined above, the KCB Coach Development Programme is well established, financially viable and demand driven. Courses are run 'regionally' within the county to ensure that the candidates do not have to travel from one end of the county to another for a course. Candidates are suitably 'assessed' for courses when booking on to them. The Cricket Programmes Manager typically speaks to the candidate to check their current level of experience and knowledge and also any barriers that may exist in the way of course completion. Although First Aid and SPC courses are linked to specific courses and candidates are encouraged to book on to these courses, additional courses are run throughout the county during the year so as to ensure that all course candidates and members of the workforce who require these certificates can access a course.

Although the KCB does not typically use the Club Development Plans as the main tool for organising courses we are currently meeting the needs of the Focus Clubs as outlined in the recent Club Development Plan activity report. The following requirements were highlighted:

- 63 UKCC 1
- 98 UKCC 2
- 12 Conversion Course
- 6 Club Coach
- 20 Cricket Young Leaders

For 2008/09 the KCB are running the following courses (numbers in brackets show numbers that can be accommodated across the courses):

- 4 x UKCC 1 (96)
- 6 x UKCC2 (144)
- 1 Conversion Course (24)

- 1 x Club Coach (24)
- 1 x Young Leaders (24)

The UKCC 1 and 2 are run at 4 venues within the county (Met, Mid, East and West) and the Conversion, Club Coach and Young Leaders in a central location within the county. More recently, a UKCC 1 and UKCC2 have been run further east following a specific request from coaches within that area. Coach Development Workshops, Time to Listen, Working in Schools and additional First Aid and SPC courses are also run throughout the year. Please see the Coach Education Programme 2008/09 (appendix 1) for details of these courses.

The most recent completion figures that have been provided to the KCB from the ECB (November 2007) indicate that there is a 78.5% completion rate for L1 courses and a 64% completion rate for L2 courses. There are currently no further data on completion rates available. However, these figures do highlight that the KCB has not been meeting its projected vision for course completion rates. Although the KCB has this information stored on a database it is yet to aggregate its figures for more recent years.

When looking at the records of those candidates that had not completed L1 and L2 courses a lack of First Aid and/or SPC certificates as well as the lack of an up-to-date CRB was a common reason for non-completion of courses. For the 2008/09 programme 1st Aid and SPC courses have been booked a month in advance of all L1 and L2 courses so as to ensure that candidates are certificated before the start of the course and certainly by the assessment date wherever possible. CRB forms have always been sent out to candidates upon registering for a course and it has always been clearly outlined that candidates will not be certificated without an up-to-date CRB. Course tutors also give these out wherever necessary and remind candidates of the need for First Aid and SPC certificates as well as the CRB. Failing to complete logbooks by assessment dates and not meeting the required competencies were other reasons for non-completions within Kent. Re-assessments are offered to non-completing or failing candidates within Kent so as to ensure that candidates do complete courses that they sign up to. However, it is recognised that more support could be provided for these individuals.

Encouraging L2 coaches to continue with their CPD by attending the CDW programme and then potentially move on to the ECB Club Coach Award is something that has started to happen over the past few months. Uptake of the coach development workshops is very healthy at this stage, although a specific breakdown of the candidates who have registered or expressed an interest in these courses has yet to take place.

Action Plan and Review

The KCB is to continue with its strategy for planning and running courses within the County, ensuring that the Coach Education Programme meets the demand of both clubs and coaches. Although the Club Development Plans will be looked at they will continue to be one part of the planning and decision making process when developing new programmes. The KCB will also continue to assess the suitability of candidates registering for courses in the manner outlined above.

The Cricket Programmes Manager is to keep an annual record of completion rates for UKCC1 and UKCC2 courses. This will enable the KCB to have a clearer picture of where we currently are with regard to meeting our targets for completion rates. It will also provide further information on reasons for non-completions.

SPC and First Aid courses will continue to be booked a month in advance of UKCC 1 and UKCC 2 courses so as to encourage candidates to gain these certificates prior to courses commences and assessment days taking place. It is hoped that this will decrease the number of candidates failing to complete a course due to the lack of these certificates. The KCB will continue to provide candidates with CRB forms in advance of its courses but also at the start of a course via the course tutor.

With regard to logbook completion, the KCB will have a more formal procedure for helping candidates identify suitable coaches that can work with them for the supported practice component of the assessment. A list of suitable coaches will be available for those candidates who do not have the support of a suitable coach within his or her club.

Although re-assessments are offered to all candidates that fail to achieve their competencies on a course, a more proactive approach could take place on behalf of the KCB to encourage these candidates to be re-

assessed. Currently the KCB put candidates in touch with assessors for 1:1 re-assessments. However, the KCB will also look to book specific re-assessment days during the year to cater for the needs of these candidates. It will also provide tutor support prior to the re-assessment days wherever possible. The KCB will assume that those candidates that do not respond to correspondence regarding re-assessment after 18 months no longer want to complete the assessment and will therefore de-register these individuals.

The Cricket Programmes Manager and Community Cricket Managers, together with the KCB CA must take an active role in encouraging L2 coaches to continue with the CPD by attending the Coach Development Workshop Programme and then moving on to the ECB Club Coach Award. This will be done through the FCCCs in the first instance.

10.x ECB Coaches Association Membership

Recent communications from the ECB CA and records on our database indicate that there is currently a membership of 564 coaches within the KCB CA (and therefore 564 ECB CA members in Kent). Membership is actively encouraged at all Coach Education courses. Tutors delivering the courses are all members of the ECB CA. During every course the tutor provides the candidates with information on the ECB CA and the benefits of such membership are reinforced. Furthermore, on full completion of a course, the Cricket Programmes Manager writes to every coach and together with their certificate provides them with information on the ECB CA, an application form and direct debit mandate.

Vision

1. Target of 650 ECB CA members in Kent by September 2009.
2. 75% of qualified coaches in Kent to be members of the ECB CA by 2011.

Audit and Gap Analysis

The National Clubs Survey suggests that there are currently 1,092 qualified coaches within Kent. The latest figures provided from the ECB CA highlighted that there were 564 members within Kent. This is a shortfall of 86 members in comparison with our vision of 650 for September 2009.

Currently 52% of qualified coaches in Kent are members of the ECB CA. There is currently a shortfall of 23% when we consider our target of 75% qualified coaches in Kent to be members of the ECB CA by 2011.

Action Plan and Review

The KCB CA and Cricket Programmes Manager will continue with their current strategy to recruit new and retain current members. In terms of retaining membership, coaches are encouraged to sign up to the direct debit mandate so that their membership payments roll over from year to year (as long as their CRB is up-to-date) as it is recognised that for the majority of people, memberships are more likely to lapse if they have to process payments personally on an annual basis. The Chairman of the KCB CA sends letters out to members that are nearing their annual renewal, whose membership has lapsed and for those members who are approaching CRB renewals. This is to ensure that CRBs remain up-to-date and that coaches continue with their membership. Members are also asked to make the KCB CA aware of any changes to their contact details in any communication so as to ensure that we have up-to-date contact information for all members. The membership secretary of the KCB CA manages the membership database and will work to ensure that the population of the Kent CA grows alongside the strategies outlined.

So as to ensure that 100% of all new coaches become ECB CA members, ECB CA membership will become part of the course fee at the start of the 2009/10 Coach Education Programme within Kent, hence first year subscription paid.

In addition to the current strategies that are in place to retain existing members, further encouragement and reminders will take place via the KCB website, Focus Club and District Club Development meetings and encouragement from the District Development Officers.

10.xi Tutors and Assessors

The KCB currently have 13 tutors trained across the county, 7 Level 1 tutors and 6 Level 2 tutors. They also have 14 assessors trained across the county, 14 can assess Level 1 and of those 9 can assess Level 2 courses.

Vision

1. In the long term all current Level 1 tutors to work towards becoming a Level 2 tutor.
2. In the long term all current Level 1 assessors to work towards becoming a Level 2 assessor.

Audit and Gap Analysis

The KCB currently have enough tutors and assessors to cater for the demands of their Coach Education programme as well as helping to service the coach education programme of other neighbouring counties when time allows. Additional tutors and assessors are not required at this present time.

Action plan and review

It is imperative that the current numbers of tutors and assessors are retained within Kent. In order to do this Level 1 tutors and assessors must be encouraged and supported to work towards becoming Level 2 tutors and assessors and following that developing them as Internal Verifiers. It is important that numbers are retained and individuals encouraged to develop so as to ensure that gaps are easily filled if an individual chooses to no longer deliver on our coach education programme.

10.xii Field Based Trainers and Internal Verifiers

The KCB currently have 6 trained Field Based Trainers (FBT) and 6 Internal Verifiers (IVs).

Vision

1. To maintain the FBT requirements as set out by the ECB.
2. To maintain current numbers of IVs and encourage those who are tutors and assessors to work towards becoming an Internal Verifier in the long term.

Audit and Gap Analysis

The KCB are currently meeting the ECB requirements set out for Field Based Trainers. They also currently have enough IVs working on its coach education programme (n=6).

Action plan and review

The KCB must continue to monitor the ECB requirements for Field Based Trainers and identify suitable individuals for FBT training whenever necessary.

It is important that numbers of IVs are retained and individuals encouraged to develop so as to ensure that gaps are easily filled if an individual chooses to no longer work on our coach education programme.