



Coaching Strategy 2015 – 2020

‘Coach Bowls – A world-class coaching system for all’



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Section One: Background

This strategy has been developed by the Bowls Development Alliance (BDA) to give clear strategic direction for the development of bowls coaching from 2015 through to 2020.

The BDA are working on behalf of Bowls England (BE) flat green outdoors and the English Indoor Bowling Association Limited (EIBA) flat green indoors to develop a nationally recognised coaching structure that brings the sport of bowls in line with other sports in the country.

The strategy will provide clear strategic direction for the development of bowls coaching over the next five years, including the extensive roll out of a suite of qualifications and the further development of a skilled and qualified workforce to deliver across the whole of England.

A thorough consultation process has taken place in the development of this strategy. The mission, values and vision have been developed in consultation with each of the three voluntary groups that work alongside the BDA Coaching Manager.

The BDA team and BDA Board members have also been included in the process, along with all members of the BDA 'Coach Bowls' membership scheme whose views have been sought.

A SWOT analysis was completed (see Appendix One) led by an external consultant and other coaching schemes were reviewed as a means of identifying good practice



Coaching Mission:

'Coach Bowls – A world-class coaching system for all'

Coach Bowls Values Statement:

'Our Coaching Workforce is a professional, committed and dedicated group of experienced individuals who work patiently and knowledgeably to become positive role models for our participants, with pride in their sport and strong communication'.

Coaching Vision:

'To develop a comprehensive Coaching System in England that ensures that structures exist to train, develop, support and recognise coaches at all levels of the sport by 2022'.

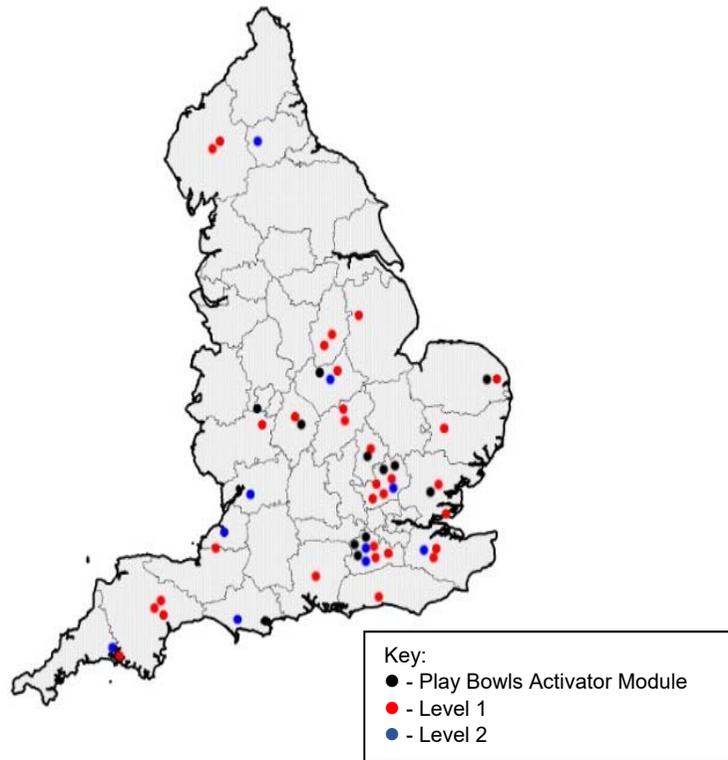
Challenges facing the sport:

- Ageing coaching workforce
- Reluctance of coaches to embrace new qualifications
- Limited qualified tutor workforce to deliver the new qualifications
- Some counties continuing to run their own training courses
- Perceived costs associated with the new qualifications
- Lack of a clear pathway for coaches to aspire to coaching at the highest level



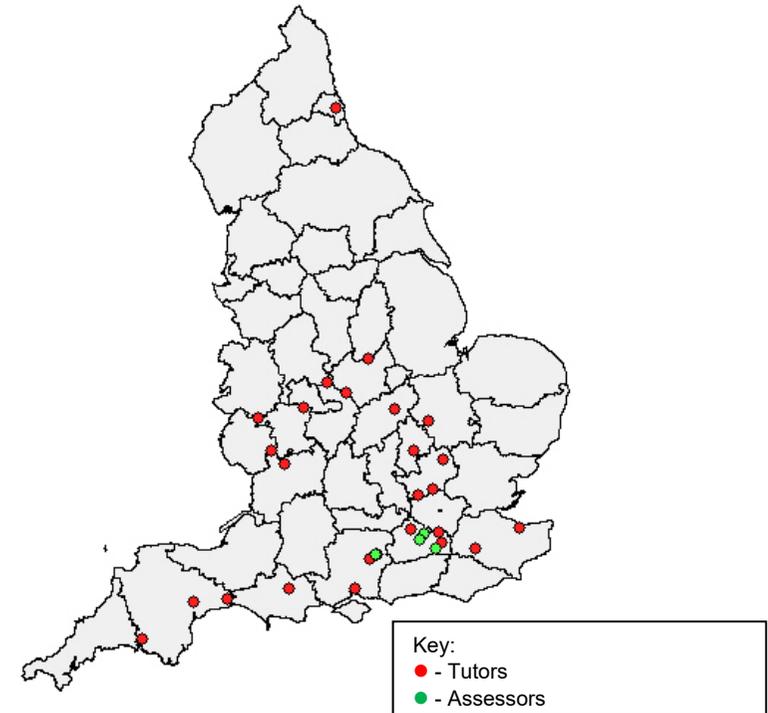
Current Position (January 2016)

Courses/Qualifications



- 1265 Coach Bowls members
- 466 Qualified Level One Coaches
- 50 Level 1 courses delivered
- 116 Qualified Level Two Coaches
- 18 Level 2 courses delivered

Tutor/Assessors



- 27 qualified tutors
- 10 tutors undergoing training
- 29 qualified assessors

How we reached this position

2010 – 2012

- Group of experienced coaches brought together to work with sports coach UK to develop a new coaching structure for the sport that included the twelve main components as guided by the UK Coaching Framework.
- BDA Board agreed the new structure and a Coaching Manager was appointed.
- Three voluntary groups established to support the development of different aspects of the coaching structure (see appendix two)
- Development of the Level Two Certificate in Coaching Bowls.

2013 – 2015

- Development of the Level One Award in Coaching Bowls.
- Identification of a Tutor / Assessor workforce.
- Development of a training programme that looked to upskill the tutors / assessors.
- Appointment of an organisation to oversee the administration of the qualifications.
- Development of Standardisation Days to ensure the continued personal development of the tutors / assessors.
- Extensive marketing and promotion of the new qualifications along with meetings with County Organisations and individual coaches.
- Development of the 'Play Bowls Activator' and 'Working with Disabled Bowlers' modules.

Section Two: Development of the Coaching Framework

The BDA have developed the coaching framework incorporating the eight main components as guided by the updated UK Coaching Framework. This includes:

Participant Modelling – Setting out and implementing a clear, comprehensive and inclusive model for the long-term development of **bowlers**.

Coach Modelling – Setting out and implementing a clear, comprehensive and inclusive model for the long-term development of **coaches**.

Coaching Strategy – Identifying the key elements of the coaching system and developing an inclusive, needs-led coaching strategy.

Workforce Planning – Auditing and planning for a needs-led approach to the development of an active, skilled and qualified coaching workforce, including coach educators, to ensure that supply matches demand.

Workforce Management – Developing and implementing systems and processes to recruit, develop and retain coaches and coach educators to meet the needs of the participant pathway.

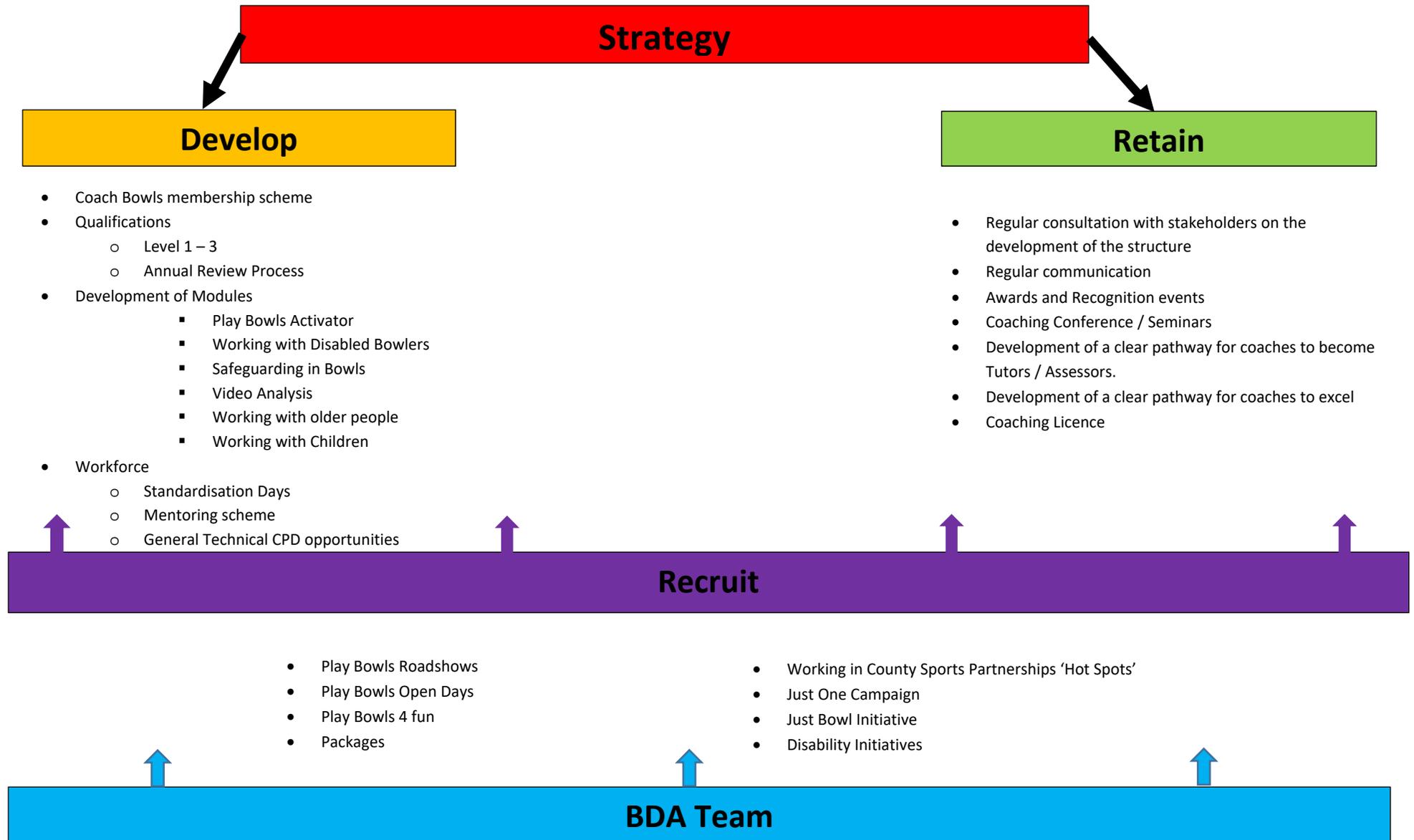
Coach education and development – Developing and implementing accessible, relevant and sustainable qualifications and training, supported by a highly skilled coach education workforce and underpinned by a learning culture.

Profile and recognition – Raising the profile of coaching and recognising the efforts of the coaching workforce.

Research – Underpin the development of coaching with research to inform and embed excellent coaching practice and evaluate impact.



How the system works:



Participant Development Model V4 (Environmental version)

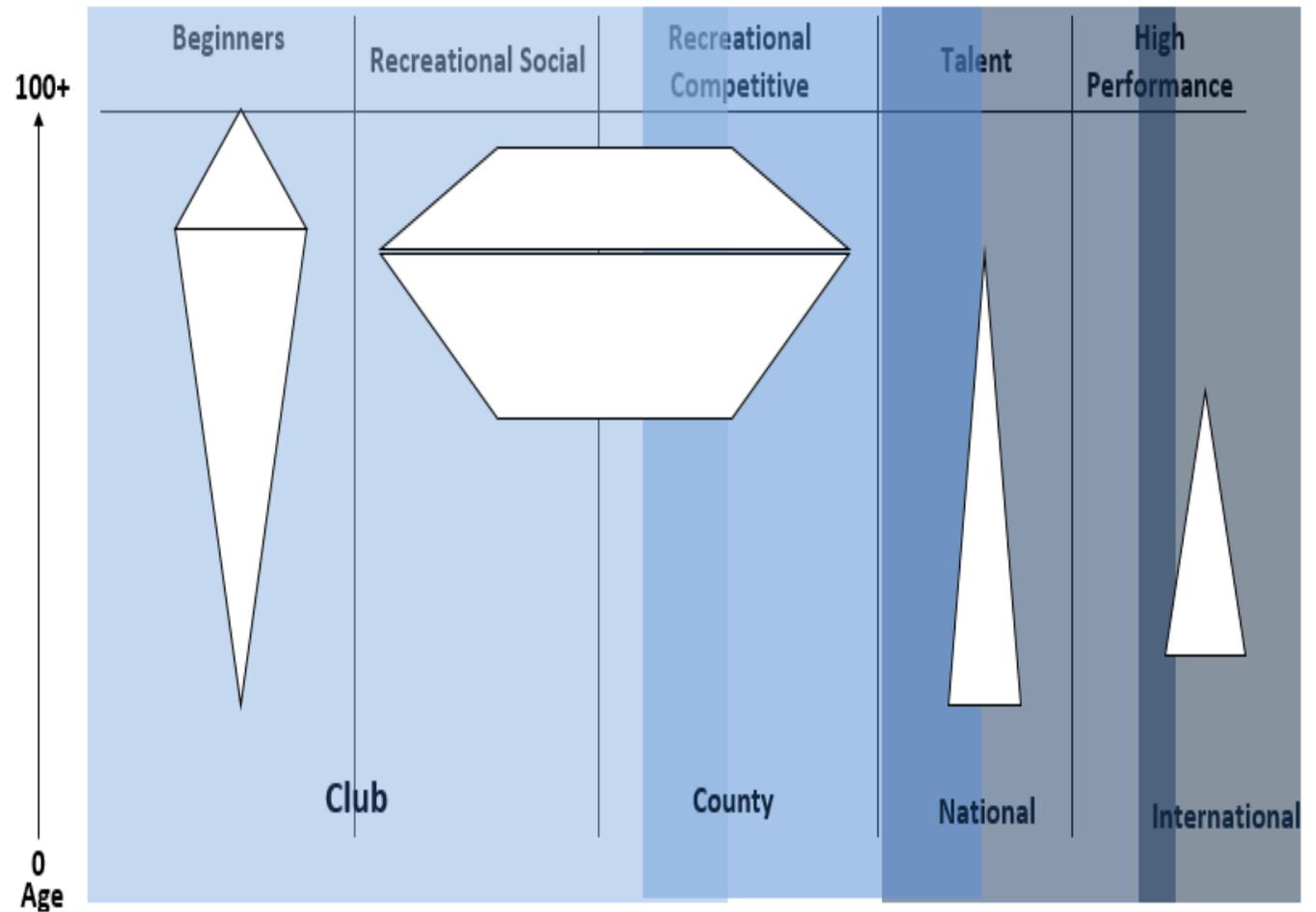
Background

Research was undertaken through the voluntary groups working alongside the BDA Coaching Manager to give a broad overview of the typical age demographics taking part in various environments within bowls.

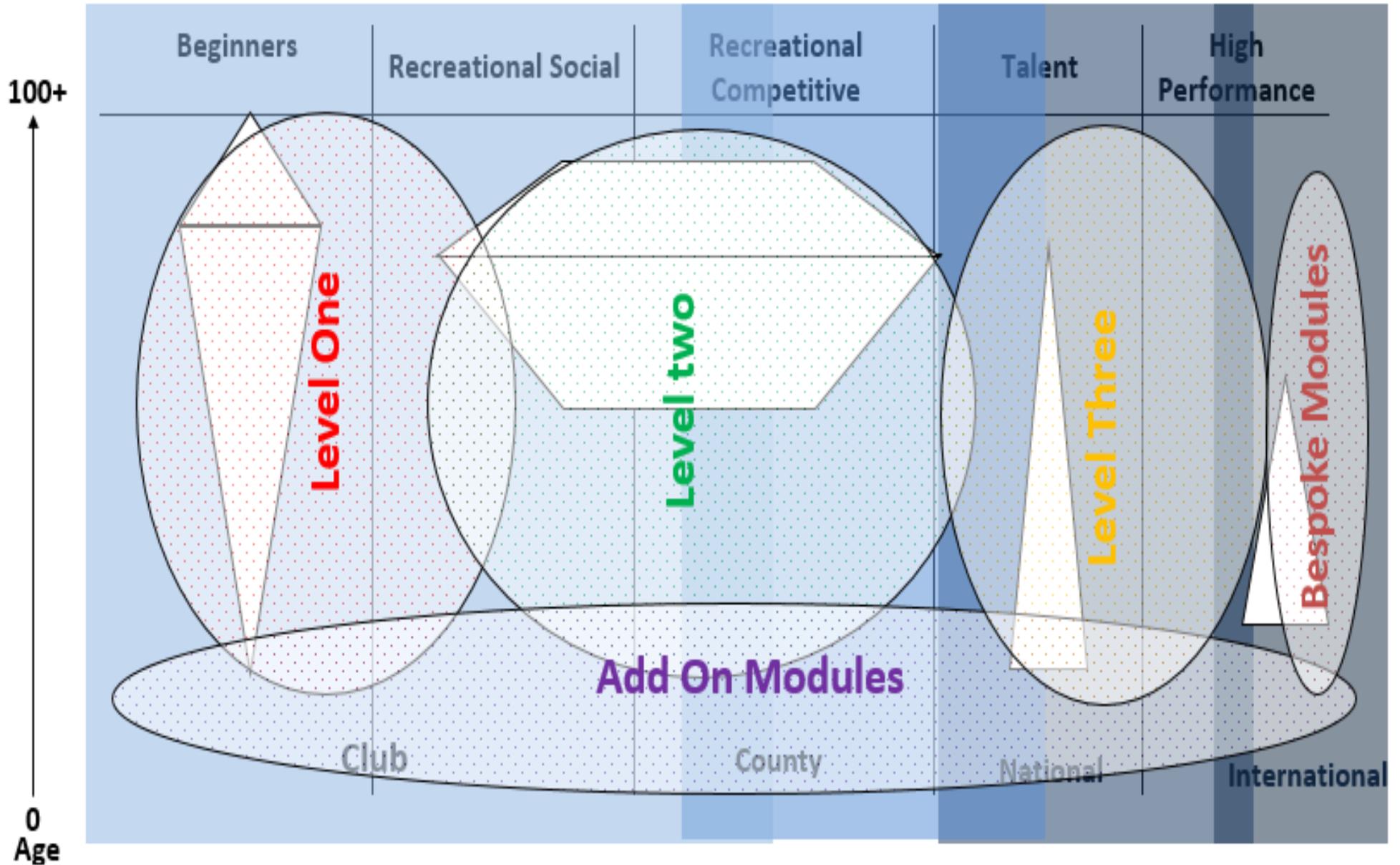
The data retrieved from this research was used to map an overarching Participant model for bowls.

The model was then used as a base to guide the developments of the new qualifications, enabling the content to be mapped to specific populations on the model, as can be seen on the following page.

It demonstrates the older age group of the recreational bowlers in particular, whilst highlighting that the bowlers in the high performance end are generally of a younger age group.



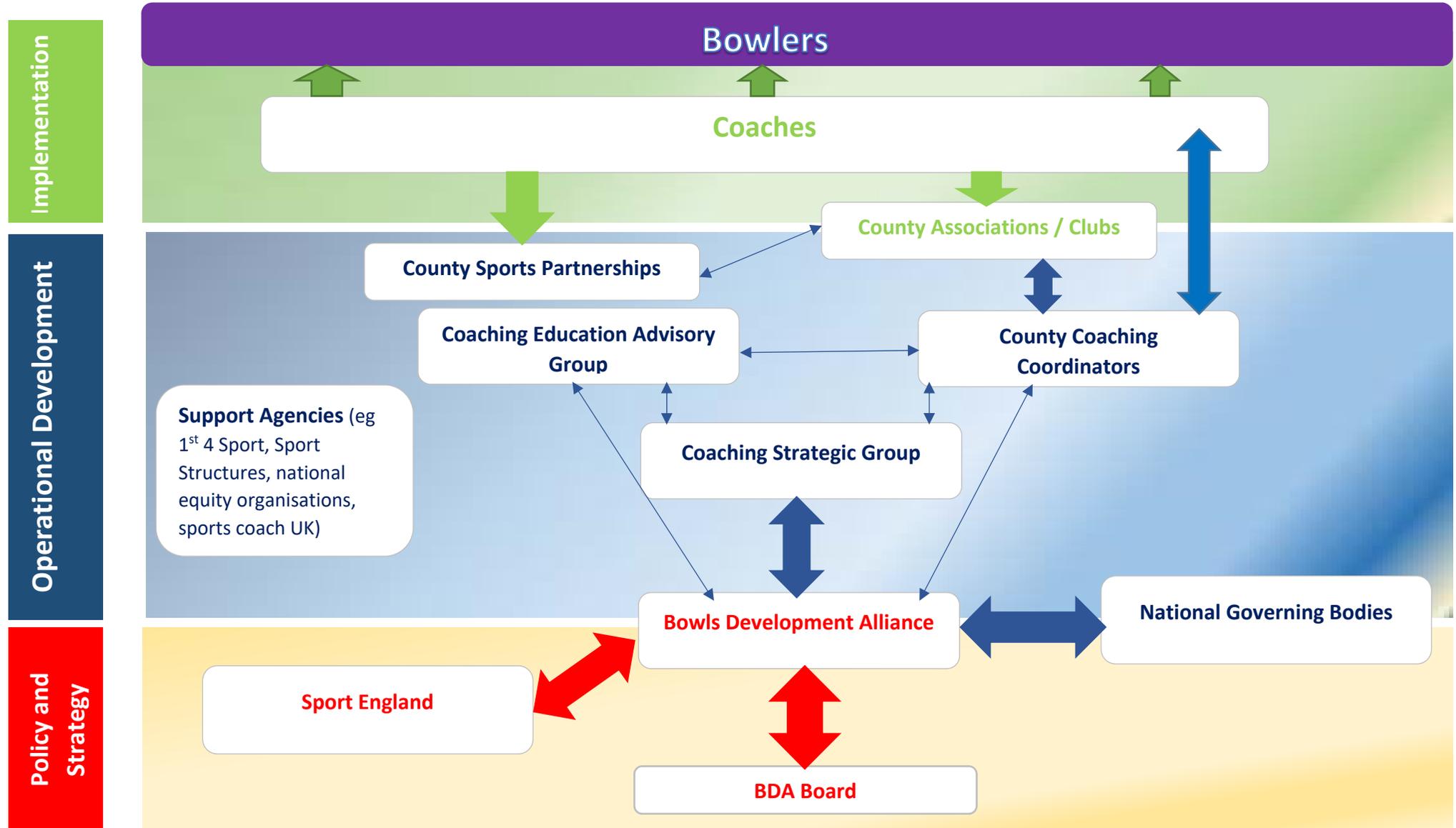
Qualification Overlay to the Participant Development Model V4 (Environmental Version)



Section Three: Delivery

The 'Coach Bowls' vision (as stated on page 3) will be achieved through stakeholder cooperation.

It will be achieved through strong leadership, technical innovation and multiple agencies being committed to driving excellent coaching practice.



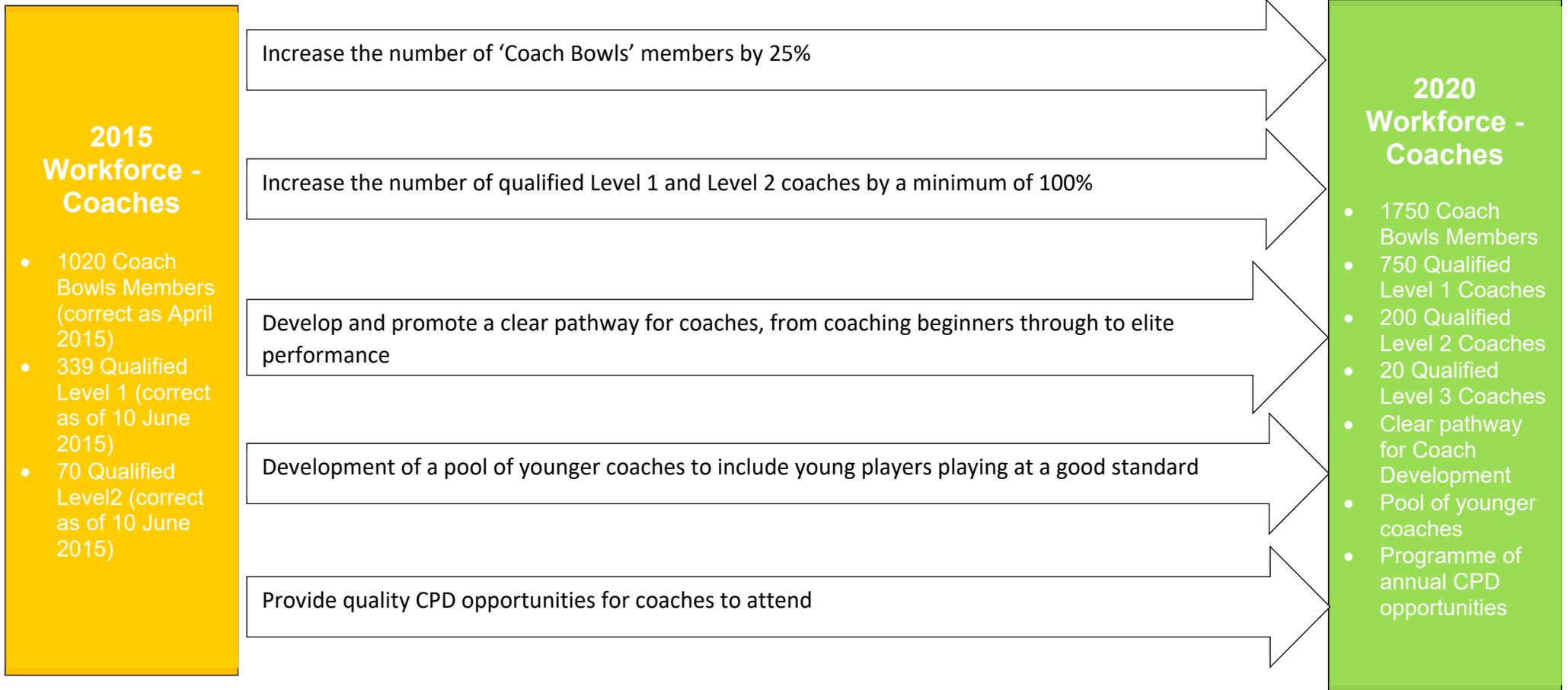
Section Four: Strategic Actions

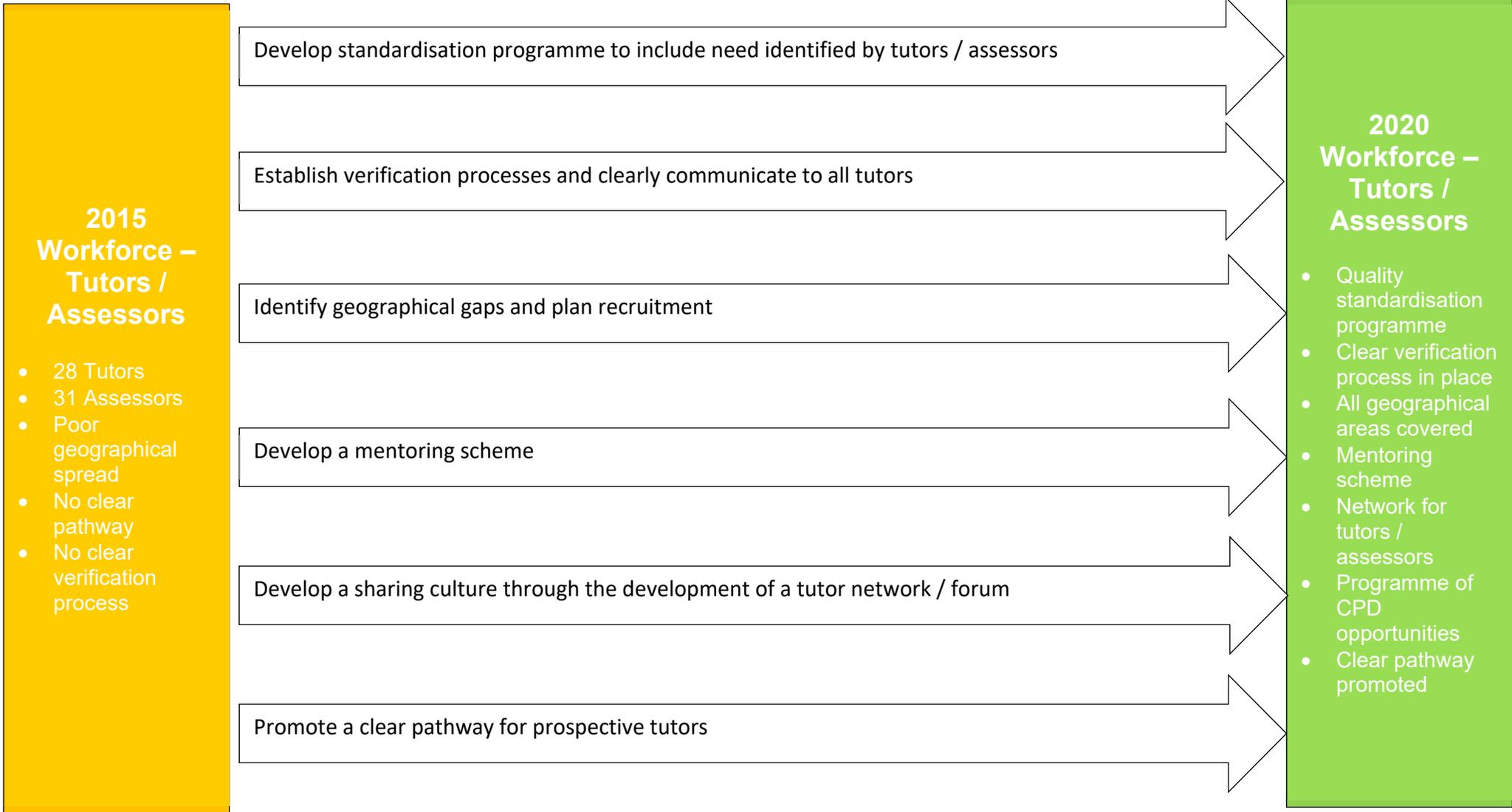
This section focuses on the actions that need to be implemented to ensure that by 2020 the BDA has:

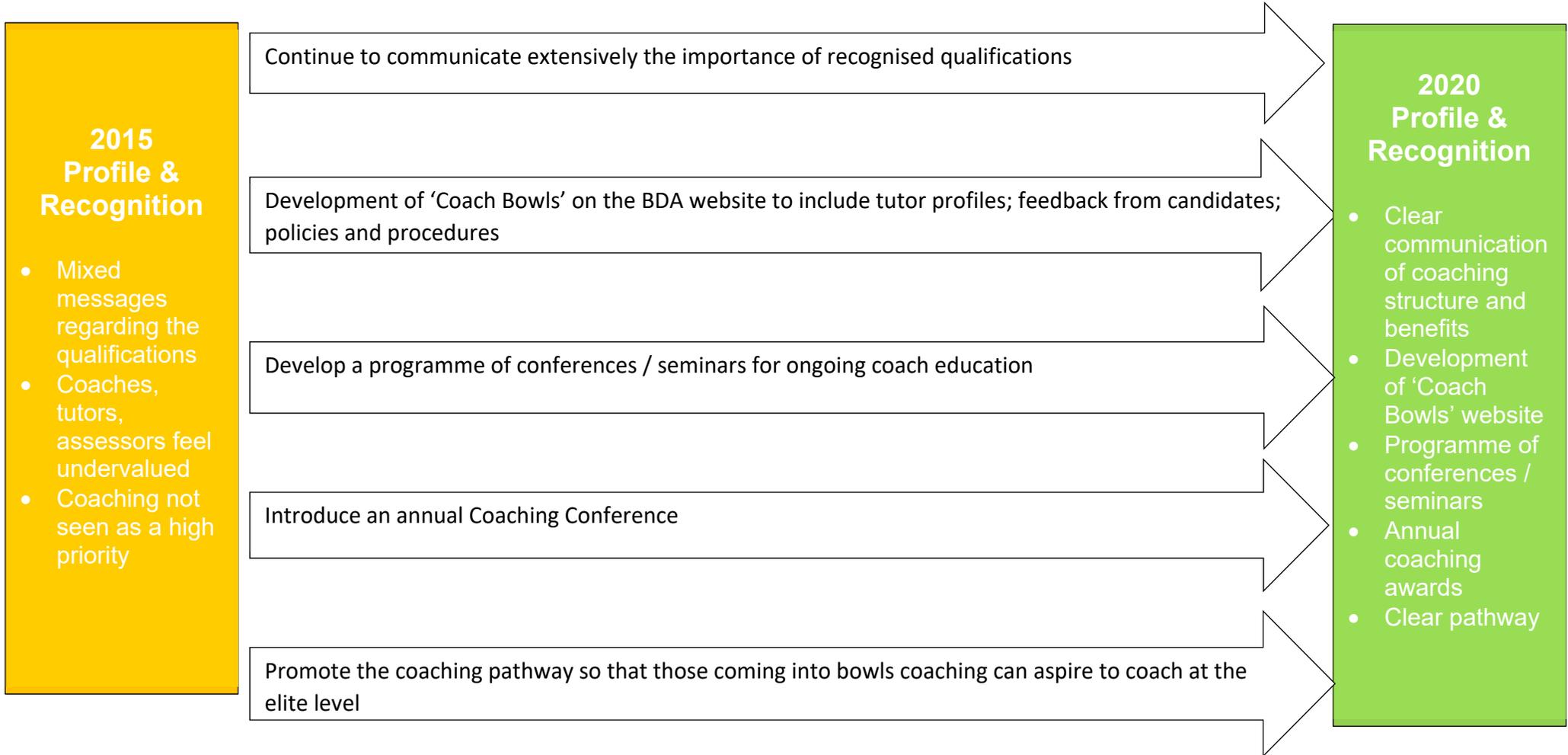
- An appropriately qualified, skilled group of coaches
- A diverse workforce of qualified, supported tutors / assessors
- A clear pathway of progression for both coaches and the tutor workforce
- A programme of nationally delivered qualifications from Level One through to Level Three
- The development of new modules to provide for ongoing skill development
- A higher profile and recognition of the work of coaches, tutors and assessors
- A coaching structure that is self-funded and sustainable

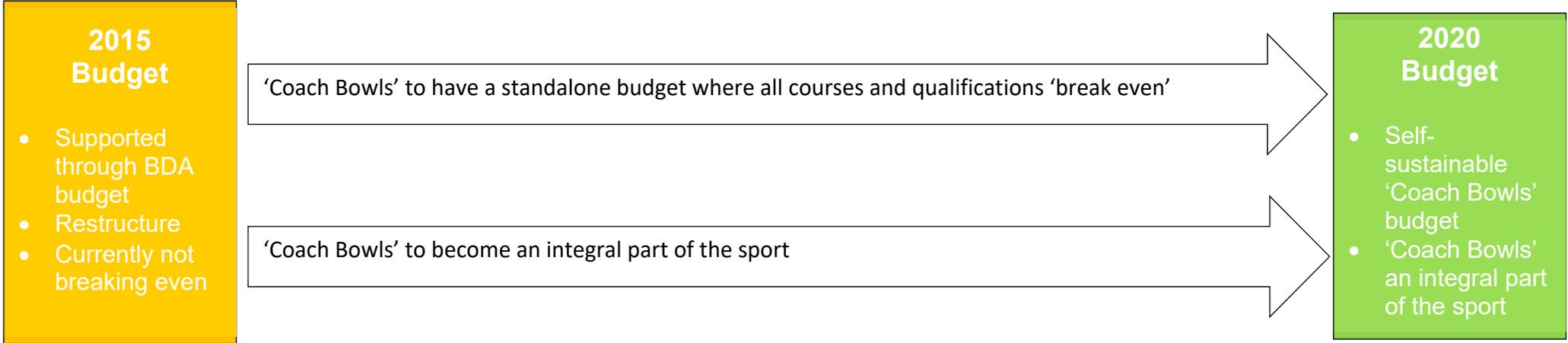


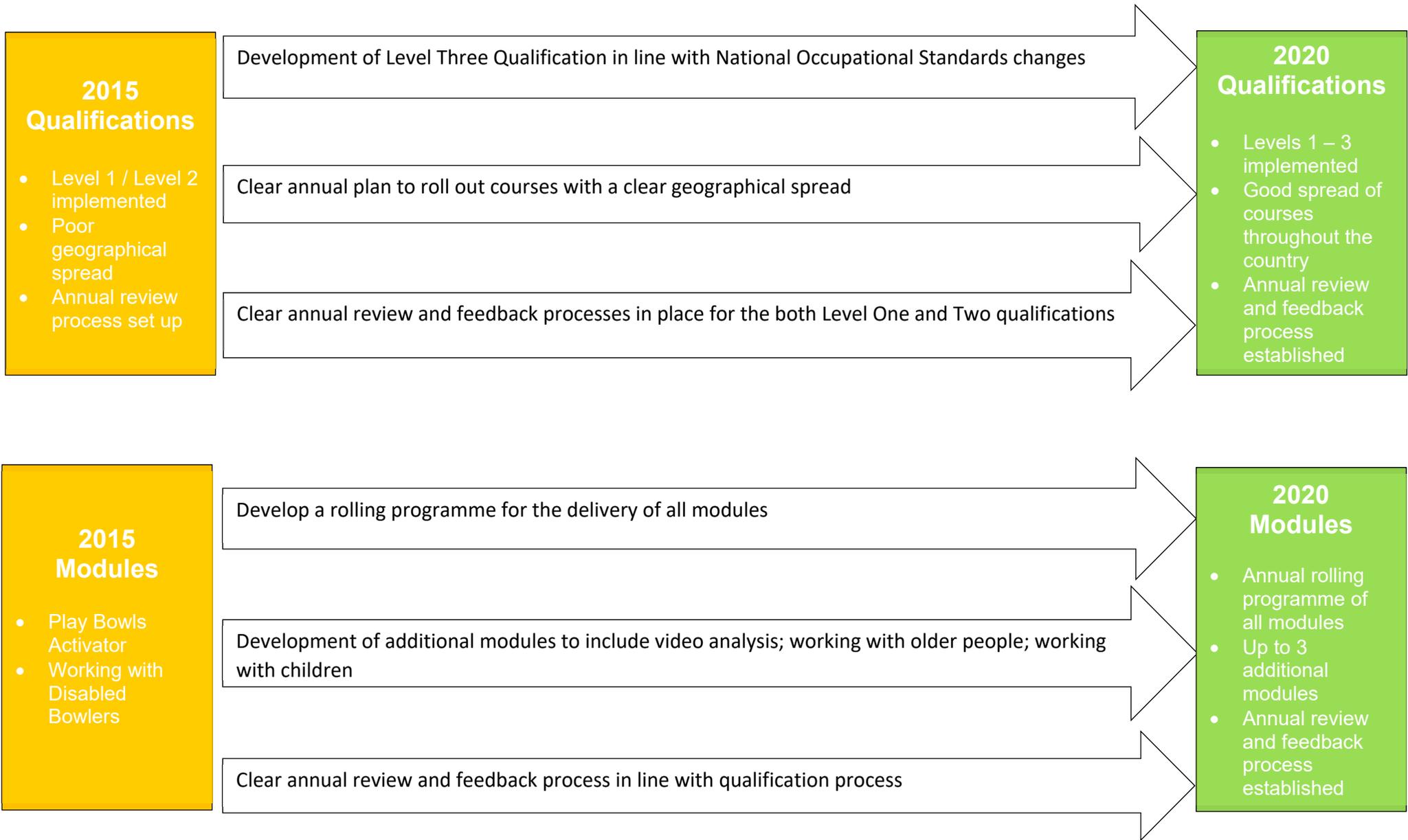
Actions







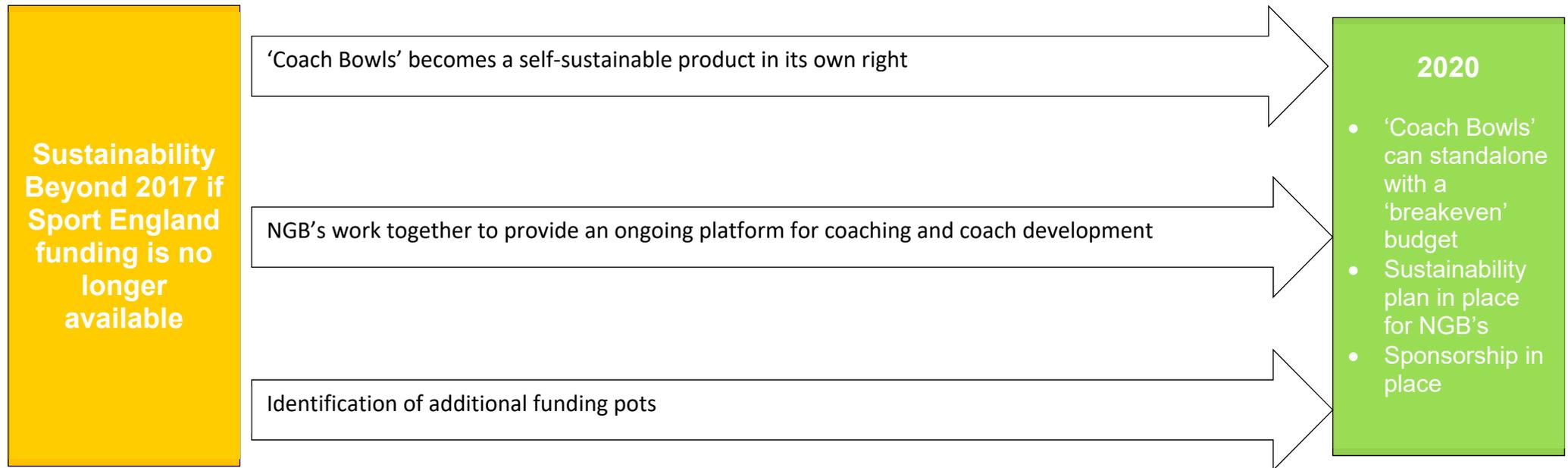




Beyond 2017

The current Sport England funding cycle comes to an end in March 2017. At the time of writing this strategy the process for funding for the period 2017 – 2021 has not been disclosed. The picture should be clearer from November 2016 when it is hoped work can begin on developing a further four year plan for the sport of bowls.

It will be very important for this strategy to consider sustainability beyond 2017 if no further funding is available from Sport England who currently are the major funders.



Vision by 2020

Component	2020 Vision
Participant Modelling	<ul style="list-style-type: none"> Using insight to develop and deliver appropriate offers to bowlers, clubs and counties, leading to enhanced recruitment, development and retention of bowlers.
Coach Modelling	<ul style="list-style-type: none"> Using the CDM as a basic planning tool to support coach workforce planning to meet changing bowler needs.
Coaching Strategy	<ul style="list-style-type: none"> Demonstrable evidence that coaching strategies and the implementation of objectives are realising positive change.
Workforce planning	<ul style="list-style-type: none"> Evidence-based coach workforce plan in place and being implemented for England
Workforce management	<ul style="list-style-type: none"> A consistent approach to workforce management. Effective recruit, develop and retain policies for active, skilled and qualified coaches utilising the support and resources of local delivery networks in identified Hotspots. Minimum Standards for Deployment aligned to the CDM A highly skilled coach education workforce is in place. A clear framework for the ongoing development of the 'Coach Bowls' registration scheme A clear framework for the development of a Coach Educator licence scheme.
Coach education and development	<ul style="list-style-type: none"> Coach education and development are embedded in an evolving culture of learning. Local coaching networks in identified Hot spots are being utilised to develop fit-for-purpose coaches. An increased number of coach education and development opportunities aligned to the National Occupational Standards (NOS) are being implemented.
Profile and recognition	<ul style="list-style-type: none"> Coaching is recognised by all stakeholders as a credible development tool for bowlers at all levels of the participant pathway. Coaches are rewarded and recognised, and their profile raised, through the delivery of national coaching awards and other campaigns. Coordinated guidance and sharing of best practice opportunities are shared across the coaching landscape
Research	<ul style="list-style-type: none"> A connection is developed between the BDA and coaches based on understanding and sharing best practice.



Appendices



Appendix One

'Coach Bowls' SWOT

Strengths

- Full time Coaching Manager with support from team members
- Coaching Strategic Group
- County Coaching Coordinator Team
- Buy-In of National Governing Bodies
- Structure in place
- Growing 'Coach Bowls' membership
- Coach Education Advisory Group
- Interaction and communication between all voluntary groups

Weaknesses

- Perceived bowls knowledge of the qualification developers
- Budget
- Lack of traditional qualification structure
- Timescales for implementation
- Communication to all coaches in England
- Probable take up of courses
- Insufficient trained Coach Education Workforce
- Geographical gaps in the workforce

Opportunities

- Partnerships (Sport England, EfDS Sports Leaders UK, Skills Active, 1st 4 Sport, Leeds Met University, Loughborough University, Sport Structures, , Coachwise, ThinkAct, Syzergie Leisure)
- Qualifications and Credit Framework
- County Sports Partnerships / Local Authorities
- Intervention 'Hot Spots'
- 'Inactive to Active' – Health Agenda
- Transfer from other sports
- Use of Role Models

Threats

- Other Accreditation bodies causing confusion
- Change – Threatening
- Perception of costs of new courses
- Lack of understanding
- Intellectual property rights
- Business Continuity Plan?

Appendix Two:

Coaching Infra-Structure:

Bowls Development Alliance will drive the implementation of the vision across England and lead the development of the technical guidance and tools to support partners in the establishment and operation of excellent coaching systems.

National Governing Bodies play the lead role in code specific input and work within the context of their relationships with Clubs, Coaches, Counties and local delivery partners.

Coaching Strategic Group is a coaching committee for the Bowls Development Alliance and is chaired directly by the BDA board member with a portfolio for coaching. Its primary purpose is to advise the BDA board on the development of coaching within bowls. In its role the Coaching Strategic Group will guide and oversee the development and implementation of bowls coaching by:

- Monitoring and reviewing the implementation of the coaching strategy
- Review annual action plans and contribute to any new developments
- Bring bowls knowledge and expertise and so provide good insight
- Provide an overview on the Bowls Participant Model and the Bowls Coach Development Model
- To act as a forum for discussion on coaching developments and how these could impact on “Coach Bowls”

County Coaching Coordinators are the group responsible for developing local infrastructures and support systems for coaches in clubs. The coordinators group feed into the Coaching Strategic Group and their main role is:

- Coordination, promotion and communication of all ‘**Coach Bowls**’ activities.
- Identification and Local coordination of course demand and venues.
- Provide administrative support to promote the development and implementation of a high quality coaching scheme.
- Accessing County Bursaries for Coach Education courses.
- To promote all Bowls Development Alliance education and training resources, workshops and courses.
- To develop and maintain a database of coaches within the county.
- To signpost coaches, officials and volunteers to the BDA ‘**Coach Bowls**’ membership scheme.
- Identification of possible Coach Educators

- To act as an advocate and ambassador for the '**Coach Bowls**' scheme.
- Delivering activities in conjunction with the Bowls Development Alliance team
- Creating Task & Finish groups (groups with a finite purpose) as appropriate
- Reporting on outcomes to the BDA Coaching Manager
- Proposing Continuing Professional Development and other developmental activities such as events, conferences, lectures, policy and consultation activity

Coach Education Advisory Group is the main group to develop, review and monitor the suitability of courses, modules and resources. This is a technical role which includes:

- Maintaining an up to date knowledge of the Coach Education Industry across England
- Having a good working knowledge of 'Coach Bowls' Coach Education Programme
- To regularly deliver 'Coach Bowls' Coach Education products
- Have an up to date knowledge of the 'Coach Bowls' strategy in relation to Coach Education
- To ensure that all 'Coach Bowls' Coach Education products are technically correct
- To act as an advocate of 'Coach Bowls'
- To promote and endorse all 'Coach Bowls' products and resources
- To ensure that a good working knowledge of all 'Coach Bowls' activities is maintained

Sport England drives the development of increasing participation in sport. They are the main funding partner of the Bowls Development Alliance.

Support Agencies are a range of partners with a vested interest and specialism to support the Bowls Development Alliance in delivering high quality products to the workforce.

County Sports Partnerships are organisation that are funded by Sport England to support the work of the National Governing Bodies.

County Associations and Clubs are responsible for recruitment of bowlers and coaches and the development and retention of coaches in line with local needs.

Coaches are central to excellent coaching practice across England. Their dedication, enthusiasm, expertise and experience are highly valued qualities. The roles played by coaches are increasing in depth and diversity.

Appendix Three:

Communication:

The Bowls Development Alliance Coaching Strategy will be communicated widely across all National Governing Bodies of the sports, as well as to all 'Coach Bowls' members. It will also be communicated to all coaches from other Accreditations Schemes through a wide variety of means, such as websites and social media and through the County Coaching Coordinators; Coach Education Workforce and quarterly BDA newsletters. All County Sports Partnership Coaching leads and relevant National Partner agencies will also be made aware of the strategy.

Glossary of Terms:

Bowls Development Alliance:	The Development organisation working on behalf of all four codes of the sport of Bowls.
Bowls Development Continuum:	Youth – Participation – Performance – Excellence
Bowls England:	The National Governing Body for the outdoor flat green code
Consultation:	A means of gathering information and seeking commitment in an inclusive and accessible way.
English Indoor Bowling Association Ltd:	The National Governing Body for the indoor flat green code
English Short Mat Bowling Association:	The National Governing Body for the short mat code.
British Crown Green Bowling Association:	The National Governing Body for the Crown Green Code.
Horizontal Integration:	Integrating on one level
Intelligence:	Data and other information which will inform the strategy
Key words:	How, what, where, why, when and who
Long Term:	Linked to the vision. Taking us to 2022, in line with Commonwealth Games cycles.
Medium Term:	One funding cycle. Taking us to 2016, when the strategy will be reviewed before the next funding cycle.
Milestones:	Pre-defined outcomes
Mission Statement:	Why ' Coach Bowl's exists.

Objectives:	Key aims within the next funding cycle which will maintain progress towards the vision.
Partnership:	Working together for MUTUAL benefit
PEST Analysis:	Analysis of the Bowls operating environment – political; economic; social; technological
Qualitative:	Measure of quality
Quantitative:	Measure of quantity
Review process:	Plan, Do, Review. Feedback, Feed forward, plan.
Short Term:	Annual Action Plan
Strategic:	Pertaining to the strategy
Strategy:	The plan / design for achieving the aims of bowls coaching
Sustainable:	Capable of being continued
SWOT Analysis:	Analysis of ' Coach Bowls ' – assessment of strengths and weaknesses internally and opportunities and threats externally.
Values statement:	What the Bowls Development Alliance ' Coach Bowls ' system stands for / believes in
Vertical integration:	Integrating on all levels
Vision:	The future of Bowls Development Alliance ' Coach Bowls ' system

Appendix Four:

Four Year Breakdown of Targets

Action	Year One	Year Two	Year Three	Year Four	Factors affecting Action
Workforce - Coaches					
Increase the number of 'Coach Bowls' members by 25% (Start – 1020)	1250 members	1500 members	1675 members	1750 members	<ul style="list-style-type: none"> • Confusion with previous schemes still operating membership. • Counties and clubs not ensuring all new coaches coming into the sport gain 'Coach Bowls' Qualifications
Increase number of Level One coaches by a minimum of 100% (start at 339 coaches)	475	600	700	750	<ul style="list-style-type: none"> • Courses run at minimum 12 per annum with an initial success rate of 95% <ul style="list-style-type: none"> • Demand for courses maintains current levels • Counties and clubs not ensuring all new coaches coming into the sport gain 'Coach Bowls' Qualifications
Increase number of Level Two coaches by a minimum of 100% (start at 70 coaches)	90	125	160	200	<ul style="list-style-type: none"> • Courses run 6 per annum with an initial success rate of 50% <ul style="list-style-type: none"> • Demand for courses maintains current levels • Counties and clubs not ensuring all new coaches coming into the sport gain 'Coach Bowls' Qualifications
Train 10 new Level 3 coaches	0	0	5	5	<ul style="list-style-type: none"> • Level 3 launch dependent on National Occupational Standards confirmation. • Funding for development of the qualification not available. <ul style="list-style-type: none"> • Lack of appropriate tutors and assessors <ul style="list-style-type: none"> • Lack of eligible candidates

Action	Year One	Year Two	Year Three	Year Four	Factors affecting Action
Develop and promote a clear pathway for coaches, from coaching beginners through to elite performance	Continue to promote current suite of qualifications and modules using flyers and website	Include modules and the Level 3 qualification on to a one page 'where it all fits' document. Link to Coach Education pathways	Utilise case studies to show progression through the pathway	Continue to use all forms of social and traditional marketing to promote the pathway	<ul style="list-style-type: none"> Use of social media not always easily accessible with demographics of the sport.
Development of a pool of younger coaches to include young players playing at a good standard	Publicise advocates of coaching programme from current Level 3 group	Offer Senior International Players access to Level 2 Qualification	Offer Junior International Team access to a Level One Qualification	Clear Pool of International players coaching at all levels of the sport.	<ul style="list-style-type: none"> Unable to offer dates through Bowls England and EIBA for International Teams <ul style="list-style-type: none"> Player availability Player 'buy in'
Provide quality CPD opportunities for coaches to attend	<ul style="list-style-type: none"> Introduce Coach Education Team Training Needs Analysis process Develop County CPD Template and pilot in one County 	10 Counties running CPD days – 1 per annum	20 Counties running CPD days – 10 x 1 per annum; 10 x 2 per annum	Programme of Annual CPD days advertised Nationally.	<ul style="list-style-type: none"> County Coaching Coordinators unable to arrange CPD days. <ul style="list-style-type: none"> Lack of 'buy in' from coaches CPD templates do not transfer across county borders

Action	Year One	Year Two	Year Three	Year Four	Factors affecting Action
Workforce – Tutors / Assessors					
Develop standardisation programme to include need identified by tutors / assessors	Two Standardisation events run per annum	Training Needs Analysis driving the content of Standardisation events	National Coaching Conference with additional sessions for Coach Education Team	Tutors accessing external training to supplement Coach Bowls events	<ul style="list-style-type: none"> • Training Needs Analysis completed on an individual basis. There may not be enough overlap of issues to drive CPD. • National Coaching Conference - budget
Establish verification processes and clearly communicate to all tutors	<ul style="list-style-type: none"> • 1 Verification Strategy developed • 1 trained Internal Verifier 	<ul style="list-style-type: none"> • Policies and Procedures in place • 1 extra IV trained 	<ul style="list-style-type: none"> • Courses run 'in house' (budget permitting) • 1 trained External Verifier 	Verification Team established for Bowls	<ul style="list-style-type: none"> • Strategy will be developed by BDA but will need Sport Structures to adhere to it whilst they are a delivery partner
Identify geographical gaps and plan recruitment	Tutors identified in Lancashire and South West	Tutors identified in Yorkshire and Cumbria	Level 2 Tutor based in North of the Country	Full Coverage of England at Level 1 & 2	<ul style="list-style-type: none"> • Tutors may take a significant amount of time to be of the acceptable standard
Develop a mentoring scheme	<ul style="list-style-type: none"> • Tutor scheme in place through Training Needs Analysis process • Pilot Mentor Training module developed 	<ul style="list-style-type: none"> • County Coaching Coordinators offering Mentor Training in 5 Counties • Level 2 Coaches able to access Nationally run Mentor Training 	<ul style="list-style-type: none"> • County Coaching Coordinators offering Mentor Training in 15 Counties • Level 2 Coaches able to offer Mentoring 	<ul style="list-style-type: none"> • County Coaching Coordinators offering Mentor Training in 20 Counties • Level 3 Coaches able to offer Mentoring 	<ul style="list-style-type: none"> • Mentoring scheme is untested so may not have the demand to implement fully. • Availability of Level 3 coaches to mentor others

Action	Year One	Year Two	Year Three	Year Four	Factors affecting Action
Develop a sharing culture through the development of a tutor network / forum	Two Standardisation Events per annum	<ul style="list-style-type: none"> 1 day at Bowls England National Finals for all tutors to attend Online private forum available 	Coaching Conference with separate Tutor sessions	ongoing	<ul style="list-style-type: none"> Coaching Conference – budget and lack of ‘buy in’ from coaches
Promote a clear pathway for prospective tutors	Pathway in place – communicated on website	ongoing	ongoing	ongoing	<ul style="list-style-type: none"> Website will not be sufficient to raise awareness. Need to utilise other forms of marketing
Profile and Recognition					
Continue to communicate extensively the importance of recognised qualifications	<ul style="list-style-type: none"> E mail all Coach Bowls Members 4 x per annum Undertake Coaches Meetings in Counties 	ongoing	Introduce a Coaching Conference	ongoing	<ul style="list-style-type: none"> Ongoing reinforcement and clarification needed by NGB’s <ul style="list-style-type: none"> Use of social and traditional media not sufficient
Development of ‘Coach Bowls’ on the BDA website to include tutor profiles; feedback from candidates; policies and procedures	<ul style="list-style-type: none"> Launch ‘Meet the Coach Education Team’. Case Studies of Candidates 	Upload all policies and procedures for Coach Bowls	Candidate feedback portal	Ongoing	<ul style="list-style-type: none"> Private portals will need to be ‘policed’. Social Media policy will need revising
Develop a programme of conferences / seminars for ongoing coach education	Coaching seminars offered by technical experts through the Bowls England National Finals	Look to extend to Indoor National Finals using adjacent facilities / Hotels	Launch of Annual Conference	Ongoing	<ul style="list-style-type: none"> Annual Conference – budget Lack of available time / facility at Indoor Championships

Action	Year One	Year Two	Year Three	Year Four	Factors affecting Action
Introduce an annual Coaching Conference to include Awards	Develop criteria and introduce award for Coach Educator of the Year	Additional criteria and awards for Coach of the Year and Young Coach of the Year	Introduce an Awards event	Ongoing	<ul style="list-style-type: none"> Budget, facility, buy-in of coaches, clubs and counties
Promote the coaching pathway so that those coming into bowls coaching can aspire to coach at the elite level	Develop a pool of case studies of candidates. Include young Level 1 coaches. International players	Introduce case studies of candidates who have completed Coach Bowls Level 1 and Level 2	Introduce case studies of Coach Bowls Level 3 candidates	Introduce a Coach Bowls qualified coach working with the International teams	<ul style="list-style-type: none"> Candidates unwilling to be a 'case study'. International team set ups – buy in of selectors and Team Managers <ul style="list-style-type: none">
Budget					
'Coach Bowls' to have a standalone budget where all courses and qualifications 'break even'	<ul style="list-style-type: none"> All courses to break even. Sport Structures to be audited annually by BDA 	<ul style="list-style-type: none"> Develop policies, procedures and budgets to run courses 'in house' BDA to become a 'Recognised Centre' 	All courses to be run 'in house'	Ongoing	<ul style="list-style-type: none"> Ongoing VAT issues with external partners Cost effectiveness of taking courses 'in-house'
'Coach Bowls' to become an integral part of the sport	Explore external sponsor for Coach Bowls			Coach Bowls team, products, strategy to be taken on by Bowls England and EIBA	<ul style="list-style-type: none"> Feasibility of NGB's embracing the Coaching 'Team' as part of their extended staff

Action	Year One	Year Two	Year Three	Year Four	Factors affecting Action
Qualifications					
Development of Level Three Qualification in line with National Occupational Standards changes	Technical content finalised	Qualification completed and piloted	Roll out 1 course per annum	Demand led 2 courses per annum	<ul style="list-style-type: none"> National Occupational standards delayed. Lack of suitable tutors and assessors Development budget to be agreed
Clear annual plan to roll out courses with a clear geographical spread	Challenge Sport Structures to run courses in two 'gap' areas	Full coverage of Level 1 courses across England with Level 2 courses in the North	Full coverage of Level 2 courses across England with Level 3 running centrally	Ongoing	<ul style="list-style-type: none"> Level 2 courses 'buy in' from established coaches
Clear annual review and feedback processes in place for the both Level One and Two qualifications	Level 1 Jul – Sep Level 2 Jan - Apr	As per Year 1	As per Year 1	As per Year 1 plus Level 3 – Apr – Jan	<ul style="list-style-type: none"> External partners time constraints causing internal delays Coach Education Advisory Group to drive feedback process

Action	Year One	Year Two	Year Three	Year Four	Factors affecting Action
Modules					
Develop a rolling programme for the delivery of all modules	Activator modules to be run in Zones on an Annual Basis using the Herts example of best practice (SE; SW; Mid; North)	Working with Disabled Bowlers to be run in 15 counties on a regular annual date, in line with Coaches CPD days	Each zone to run a suite of modules each year and plan suite together	Ongoing	<ul style="list-style-type: none"> Zones to be agreed: SE; Devon & Cornwall; Somerset, Wiltshire area; Midlands; NW; Yorks, NE; 3 Counties <ul style="list-style-type: none"> Counties unable to plan and deliver together
Development of additional modules to include video analysis; working with older people; working with children	Introduce Video Analysis module	Introduce 'Working with Older people' module and a Team Building Module	Introduce 'Working with children' module	Introduce a Psychology and a Tactics module	<ul style="list-style-type: none"> Video Analysis module needs to be software focussed not coaching technique. No background research for 'Working with Older People' <ul style="list-style-type: none"> Little prior work done on Psychology and tactics
Clear annual review and feedback processes in line with qualifications	Activator Apr – Jun WWDB Jan - Mar	As per year 1 plus Video Analysis Sep-Dec	As per Year 2 plus Older people Jan – Mar and Team Building Jun - Sep	As per year 3 plus Psychology and Tactics Apr - Jun	<ul style="list-style-type: none"> Coach Education Advisory Group to drive feedback process

Appendix Five

Targets 2016 - 2017:

Action	Target	By When	Lead Responsibility
Increase Number of Coach Bowls members	1250	September 2016	BDA Team, CSP Hot Spots, NGBS, BE Counties, EIBA Clubs
Increase Number of Level One Qualified Coaches	475	March 2017	ASP, Sport Structures, 1 st 4 Sport, NGB's, CSP Hot Spots, County Coaching Coordinators, Coach Education Team
Increase Number of Level One Qualified Coaches	120	March 2017	ASP, Sport Structures, 1 st 4 Sport, NGB's, CSP Hot Spots, County Coaching Coordinators, Coach Education Team
Develop a County CPD template	1 pilot CPD day run	March 2017	County Coaching Coordinators, Coach Education Advisory Group
Develop Internal Verification Strategy	1 strategy	December 2016	ASP, Sport Structures, 1 st 4 Sport
Implement basic Mentor training	1 pilot course delivered to County Coaching Coordinators	December 2016	ASP
Undertake a Training Needs Analysis with Coach Education Team	25	April 2017	ASP, Coach Education Team, Chair Coach Education Advisory Group, Sport Structures
Develop Tutor Profiles for inclusion on the website	25	June 2016	SP, CP, Coach Education Advisory Group, Coach Education Team
Ensure early promotion of Coach Bowls Tent at Bowls England national Championships	Basic plan of delivery mapped by April 2016	Full plan in place as soon as Green Availability is in place	ASP, Coach Education Advisory Group, Bowls England, BDA Team

Action	Target	By When	Lead Responsibility
Develop Sport Specific Content for Level 3 Qualification	All content mapped and resources prepared	April 2017	ASP, RH, Level 3 Development Group
Annual targets for delivery of courses	Targets to be included in Year 4 Delivery Plan	December 2015	ASP, BDA Team, County Coaching Coordinators, Coach Education Advisory Group
Qualification Review process Level 1	All resources amended	September 2016	ASP, 1 st 4 Sport, Coach Education Advisory Group
Qualification Review process Level 2	All resources amended	January 2017	ASP, 1 st 4 Sport, Coach Education Advisory Group
Module Review Process 'Working With Disabled Bowlers'	All resources amended	April 2016	ASP, Coach Education Advisory Group, GA, EfDS
Module Review Process 'Activator'	All resources amended	July 2016	ASP, Coach Education Advisory Group
Develop a 'Utilising Technology' module	1 pilot course run	April 2017	ASP, Coach Education Advisory Group