



Cornwall Community Delivery Model for Leadership



CORNWALL COMMUNITY DELIVERY MODEL FOR LEADERSHIP

As a result of bringing agencies together from, Youth Service, Cornwall Youth Work Partnership, Young People Cornwall, Mt Hawke Youth Project, Local Authority Sports Development Units, Police, Connexions and Cornwall Outdoors, the Community Leadership Steering Group was formed. Agencies became clearer and realised how important opportunities in leadership could be in supporting current programmes and offering recognised vocational qualifications for young people and adults to develop leadership skills and qualities.

- Over the last 4 years Cornwall Sports Partnership have seconded a Local Sports Development Officer with expertise in developing and delivering Sports Leadership through Sports Leaders UK, to co-ordinator across Cornwall opportunities for young people and adults to engage in Leadership awards.
- The Partnership have led a Community Leadership Steering Groups to recognise the value of these awards and support pilot programmes being delivered with four agencies in partnership, Youth Service, , Caradon Sports Development Unit (Caradon District Council), Cornwall Youth Work Partnership and Mt Hawke Youth Project (EDUSK8). These courses were successful in terms of delivery and outcomes, but highlighted was how we could sustain this development and delivery. With the support from Sports Leaders UK it is anticipated that the three year comprehensive development plan will ensure the sustainability of Sports Leadership Awards.
- Through the work of the Community Leadership Steering Group and support of the Leadership Co-ordinator agencies have become registered accredited centres to deliver leadership awards, for example.
 - Cornwall Outdoors – Delaware Outdoor Education Centre, are rolling out the Young Leaders Award as part of their holiday programmes, a pilot course being run through the Delaware Centre October 2006. Financing the course has come from Cornwall Outdoors and centre budgets.
- The Cornwall Sports Partnership intends to organise and develop, in Partnership with the Community Leadership Steering Group, three years of delivery. Our target is to engage and qualify community tutors and sports leaders that will be committed to undertaking and supporting community sports initiatives with their local community. To support and extend delivery for those agencies who have already funded programmes independently.
- The Cornwall Community Delivery Model will focus on the development of specific Sports Leaders UK Awards in:
 - Young Leaders Award
 - Level 1 in Sports Leadership
 - Level 1 in Community Sports Leadership (soon to be Level 2)
 - Day Leadership Awards – (to be launched Feb/March 2007)
- The three year plan will work with community groups including, Uniformed Groups, (Scouts, Sea Cadets, TA Cadets), Youth Service Groups operating out of youth centres across the county, Local Authority Sports Development Units, Local Resident Associations, Adult Education and Cornwall Youth Work Partnership and Associated Voluntary Groups.
- **Community Organisations undertaking involvement in the delivery model are not required to deliver all 4 awards each year, partner organisations will identify the groups to work with and map the appropriate award for delivery. Organisations may chose to focus on a different award each year.**

- To support the Cornwall Community Delivery Model and Sports Leaders UK, an Awards for All Application is to be submitted on behalf of the Cornwall Youth Work Partnership to develop Leadership Awards through its affiliated agencies and organisations.

Delivery over the three years will be coordinated and looked at in relation to equal delivery across the county and districts, this will be achieved by liaising with the Community Leadership Steering Group.

The Cornwall Model will ensure that delivered courses meet the six core values of; [Personal Development](#), [Route to Employment](#), [Developing Leadership](#), [Volunteering Opportunities in Communities](#), [Supporting more Active and Healthier Communities](#) and [helping to alleviate social problems identified in communities](#).

Keys to success...

- The further development and support of a network that can offer guidance and advice to new agencies and tutors .
- The continued development of highly motivated and innovative leadership development team that can engage all potential agencies across the county working with communities. In fostering stronger relationship with both statutory and non-statutory agencies the Cornwall Sports Partnership will have the ability to ensure that the programming of sports leadership course and their delivery can be sustained when funding from Sports Leaders UK has finished.
- The Cornwall Sports Partnership is an innovative provider and facilitator of development opportunities in sport for communities. The Partnership is already engaging in community agency work in developing the skills of its members.
- The Cornwall Sports Partnership has already built a credible partnership with Sports Leaders UK over the past 4 years in developing Sports Leadership in Educational Establishments, resulting in every Secondary and FE College in the County delivering leadership courses. If Sports Leaders UK agree to support the three year Community Delivery Model then the success in Education could be emulated in the community.
- Continued liaison with Sports Leaders UK Regional Development Officer and Zone Manager will ensure a robust monitoring and evaluation processes that will enable positive good practice to be shared with other Community Leadership Models being delivered across the South West.

Note:

DANCE LEADERSHIP HAS NOT BEEN INCLUDED IN THIS PLAN AS I FEEL WE NEED TO MEET WITH THE SOUTH WEST DANCE DEVELOPMENT OFFICER TO LOOK AT WHAT TARGETS THE SOUTH WEST HAS WITH REGARDS TO DELIVERING DANCE LEADERSHIP AS PART OF A COMMUNITY DELIVERY MODEL. IT IS HOPED THAT DANCE COULD BE LOOKED AT THROUGH POTENTIAL FUNDING FROM THE SOUTH WEST DEVELOPMENT OFFICER, OR A PACKAGE OFFERED AS IN THE DAY LEADERSHIP AWARD.

Cornwall Community Leadership Model – 2006-2009 – **YOUNG LEADERS AWARD**

AWARD	YEAR ONE	YEAR TWO	YEAR THREE	COMMENTS
<p>Young Leaders Award</p>	<p>Delivery 2 x Young Leaders With</p> <ul style="list-style-type: none"> • Groups • Delivered by CSP Leadership Co-ordinator or appointed community deliverer and shadowed by potential tutors <p>1 x Course delivered by Cornwall Outdoors</p> <p>1 x Local Tutor Training Day (linked to others awards)</p> <p>3 courses 36 young people</p>	<p>Delivery 2 x Young Leaders With</p> <ul style="list-style-type: none"> • Uniformed groups • Delivered by CSP leadership Co-ordinator or appointed community deliverer and shadowed by group leaders <p>2 x Courses delivered by Cornwall Outdoors</p> <p>1 x Local Tutor Training Day (linked to others awards)</p> <p>Uniformed groups from Year 1 to Deliver 2 courses each: Groups from Year 1 would be expected to purchase resources to deliver courses.</p> <p>8 courses 96 young people</p>	<p>Delivery 1 x Young Leaders With</p> <ul style="list-style-type: none"> • Identified group delivered by appointed community deliverer <p>3 x Courses delivered by Cornwall Outdoors</p> <p>1 x Local Tutor Training Day (linked to others awards)</p> <p>Uniformed groups from Years 1 & 2 to Deliver 2 Courses each; Groups from year 2 would be expected to purchase resources to deliver future courses.</p> <p>12 courses 144 young people</p>	<p>To deliver the Young Leaders Award organisations are not required to be an accredited centre with Sports Leaders UK.</p> <p>Please note that the Young Leaders Award Resources Pack is a one off payment of £150 this provides groups with all required delivery resources plus 100+ certificates allowing organisations to run as many courses as they want.</p>

<p style="text-align: center;">GROUPS</p>	<p>In year one focus on:</p> <ul style="list-style-type: none"> • Scouts • Sea Cadets 	<p>In year two focus on:</p> <ul style="list-style-type: none"> • YMCA (affiliated to Cornwall Youth Work Partnership) • Fire Brigade 	<p>In year three :</p> <ul style="list-style-type: none"> • Bishop Forum 	<p>Benefits to Organisations who sign up to this plan.</p> <ul style="list-style-type: none"> • Free Tutor Training • Free course delivery for first year • Support network following delivery <p>Organisations involved with the development and delivery of the Young Leaders would not be requested to support funding of £150, as organisations are requested to purchase their own delivery resource at a cost of £150</p>
<p style="text-align: center;">COSTS</p>	<p>Cost of delivery:</p> <ul style="list-style-type: none"> • No cost incurred for AAC as no need to be an accredited centre to deliver award • 3 x Tutor Resources (for Community Tutor Trainers) @ £150 = £450 • Tutor delivery cost @ £14ph x 8hours per course (2 x courses) = £224 • Tutor Training Day (this day will encompass training for all awards) = £250 • Travel – approximate 100miles @ 0.38pm = £38 	<p>Cost of delivery:</p> <ul style="list-style-type: none"> • No cost incurred for AAC as no need to be an accredited centre to deliver award • No Tutor Resources needed in year two as organisations from year one will be required to purchase own resource. • Tutor delivery cost @ £14ph x 8hours per course (2 X courses) = £224 • Tutor Training Day (this day will encompass training for all awards) = £250 • Travel – approximate 100miles @ 0.38pm 	<p>Cost of delivery:</p> <ul style="list-style-type: none"> • No cost incurred for AAC as no need to be an accredited centre to deliver award • No Tutor Resources needed in year two as organisations from year one will be required to purchase own resource. • Tutor delivery cost @ £14ph x 8hours per course (1 x courses) = £112 • Tutor Training Day – if demand requires a training day in year 3 = £250 • Travel costs @ 0.38pm = £38 (this may be reduced as to only one 	<p>TOTAL DELIVERY COSTS OVER 3 YEARS</p> <p>£1874.00</p> <p>23 Courses delivered</p> <p>312 Young People Trained</p> <p>12 Tutors Trained</p> <p>Funding received in</p>

	TOTAL = £962	= £38 TOTAL = £512	course being delivered TOTAL = £400	kind from Cornwall Outdoors.
Points to consider for the rolling out of the model!	There could be the opportunity to use existing experienced community tutors to support the delivery of these awards this would elevate delivery pressure off the Leadership Coordinator. This could be followed throughout the 3 year plan.	It is hoped that venue costs would be offered in kind by delivering courses at agencies venues. Organisations will be required to continue to run and fund leadership awards following the initial deliver through the community model.		

Cornwall Community Leadership Model – 2006-2009 – **LEVEL 1 SPORTS LEADERS AWARD**

AWARD	YEAR ONE	YEAR TWO	YEAR THREE	COMMENTS
<p>Level 1 Sports Leaders Award</p>	<p>Deliver 2 x Level 1 Sports Leaders Award</p> <ul style="list-style-type: none"> • Community Groups • Delivered by CSP Leadership Co-ordinator or appointed community deliverer and shadowed by potential tutors <p>1 x Local Tutor Training Day (linked to others awards)</p> <p>2 courses 24 Young People (based on minimum of 12 per course)</p>	<p>Delivery 2 x Level 1 Sports Leaders Award</p> <ul style="list-style-type: none"> • Community Organisations • Delivered by CSP Leadership Co-ordinator or appointed community deliverer and shadowed by potential tutors <p>1 x Local Tutor Training Day (linked to others awards)</p> <p>Community groups from Year 1 to Deliver 2 courses each: Groups from Year 1 would be expected to purchase of candidate resources to deliver courses Year 2 onwards</p> <p>6 courses 72 young people (based on 12 per course)</p>	<p>Deliver 1 x Level 1 Sports Leaders Award</p> <ul style="list-style-type: none"> • Local Authority Sports Development • Delivered by CSP Leadership Co-ordinator or appointed community deliverer and shadowed by potential tutors <p>1 x Local Tutor Training Day (linked to others awards)</p> <p>Community groups from Years 1 & 2 to Deliver 2 Courses each; Groups from year 2 would be expected to purchase of candidate resources to deliver Year 3 onwards Travel – approximate 400 miles @ 0.38pm</p> <p>9 courses 108 young people (based on 12 per course)</p>	

GROUPS	Youth Service / Bishops Forum Young People Cornwall	WILD Project (Cornwall Youth Work Partnership) Extended Schools Network / Young Farmers	Local Authority Sports Development Units	<p>By signing up to this plan organisations and agencies will receive:</p> <ul style="list-style-type: none"> • Free Tutor Training • Free Tutor Resource • AAC Fees Covered • Delivery costs covered for their first course
COSTS	<ul style="list-style-type: none"> • AAC Fees (2 x organisations) = £94 • 3 x Tutor Resource = £120 (for community tutor deliverers) • 24 x Candidate log books @ £11 = £264 • Tutor delivery cost @ £14ph x 24hours per course (2 x courses) = £672 • Tutor Training Day (this day will encompass training for all awards) = £250 • Travel – approximate 200 miles @ 0.38pm = £76 <p>TOTAL = £1476</p>	<ul style="list-style-type: none"> • AAC Fees (4 x organisations) = £188 • 4 x Tutor Resource = £160 (for organisations) • 24 x Candidate log books @ £11 = £264 • Tutor delivery cost @ £14ph x 24hours per course (2 x courses) = £672 • Tutor Training Day (this day will encompass training for all awards) = £250 • Travel – approximate 200 miles @ 0.38pm = £76 <p>TOTAL = £1610</p>	<ul style="list-style-type: none"> • AAC Fees (5 x organisations) = £228 • 1 x Tutor Resource = £40 (for organisations) • 12 x Candidate log books @ £11 = £132 • Tutor delivery cost @ £14ph x 24hours per course = £336 • Tutor Training Day (this day will encompass training for all awards) = £250 • Travel – approximate 200 miles @ 0.38pm = £76 (this figure may change as mileage may be less) <p>TOTAL = £1062</p>	<p>TOTAL DELIVERY COSTS OVER 3 YEARS:</p> <p>£4148.00</p> <p>17 Courses Delivered</p> <p>204 Young People Trained</p> <p>12 Tutors Trained</p>

<p>Points to consider for the rolling out of the model!</p>	<p>There could be the opportunity to use existing experienced community tutors to support the delivery of these awards this would elevate delivery pressure off the Leadership Coordinator. This could be followed throughout the 3 year plan.</p>	<p>It is hoped that venue costs would be offered in kind by delivering courses at agencies venues.</p> <p>Organisations will be required to continue to run and fund leadership awards following the initial deliver through the community model.</p>		<p>Funding will be sort from Organisations and Agencies of £150 per award per organisation (no charge would be incurred if organisation wishing to deliver more awards other than stated in this plan)</p>

Cornwall Community Leadership Model – 2006-2009 – **LEVEL 2 COMMUNITY SPORTS LEADERS AWARD**

AWARD	YEAR ONE	YEAR TWO	YEAR THREE	COMMENTS
<p>Level 2 Community Sports Leaders Award</p>	<p>Deliver 2 x Level 2 Community Sports Leaders Award</p> <ul style="list-style-type: none"> • Community Organisations • Delivered by CSP Leadership Co-ordinator or appointed community deliverer and shadowed by potential tutors <p>1 x Local Tutor Training Day (linked to others awards)</p> <p>2 Courses 24 Young People (based on 12 minimum per course)</p>	<p>Delivery 2 x Level 2 Community Sports Leaders Award</p> <ul style="list-style-type: none"> • Community Organisations • Delivered by CSP Leadership Co-ordinator or appointed community deliverer and shadowed by potential tutors <p>1 x Local Tutor Training Day (linked to others awards)</p> <p>Community groups from Year 1 to Deliver 2 courses each: Groups from Year 1 would be expected to purchase of candidate resources to deliver courses Year 2 onwards</p> <p>6 Courses 72 young people (based on 12 per course)</p>	<p>Deliver 1 x Level 2 Community Sports Leaders Award</p> <ul style="list-style-type: none"> • Community Organisations • Delivered by CSP Leadership Co-ordinator or appointed community deliverer and shadowed by potential tutors <p>1 x Local Tutor Training Day (linked to others awards)</p> <p>Community groups from Year 1 to Deliver 2 courses each: Groups from Year 2 would be expected to purchase of candidate resources to deliver courses Year 3 onwards</p> <p>9 Courses 108 young people (based on 12 per course)</p>	<p>There could be the opportunity to use existing experienced community tutors to support the delivery of these awards this would elevate delivery pressure off the Leadership Coordinator. This could be followed throughout the 3 year plan</p>

GROUPS	Cornwall Youth Work Partnership Youth Service	The Bishop Forum Adult Education Local Authority Sports Development Units	Local Residents Associations	By signing up to this plan organisations and agencies will receive: <ul style="list-style-type: none"> • Free Tutor Training • Free Tutor Resource • AAC Fees Covered • Delivery costs covered for their first course
COSTS	<ul style="list-style-type: none"> • AAC Fees (2 x organisations) = £70 • 3 x Tutor Resource = £120 (for Community Tutor Deliverers) • 24 x Candidate Log Books @ £22.00 = £528 • Tutor delivery cost @ £14ph x 30hours per course (2 x courses) = £840 • Tutor Training Day (this day will encompass training for all awards) = £250 • Travel – approximate 400 miles @ 0.38pm = £152 <p>TOTAL = £1960</p>	<ul style="list-style-type: none"> • AAC Fees (4 x organisations) = £140 • 4 x Tutor Resources = £160 (for organisations) • 24 x Candidate Log Books @ £22.00 = £528 • Tutor delivery cost @ £14ph x 30hours per course (2 x courses) = £840 • Tutor Training Day (this day will encompass training for all awards) = £250 • Travel – approximate 400 miles @ 0.38pm = £152 <p>TOTAL = £2070</p>	<ul style="list-style-type: none"> • AAC Fees (5 x organisations) = £210 • 1 x Tutor Resource = £40 • 12 x Candidate Log Books @ £22.00 = £264 • Tutor delivery cost @ £14ph x 30hours per course (1 x course) = £420 • Tutor Training Day (this day will encompass training for all awards) = £250 • Travel – approximate 200 miles @ 0.38pm = £76 <p>TOTAL = £1260</p>	<p>TOTAL DELIVERY COSTS OVER 3YEARS:</p> <p>£5290</p> <p>17 COURSES DELIVERED</p> <p>204 YOUNG PEOPLE TRAINED</p> <p>12 TUTORS TRAINED</p> <p>AAC fees are on a sliding scale and therefore organisations who have already delivered Level 1 award in Sports Leadership would be charged a reduced fee for a second award level.</p> <p>It is hoped that venue costs would be offered in kind by delivering courses at agencies venues.</p>

Points to consider for the rolling out of the model!				
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Cornwall Community Leadership Model – 2006-2009 – DAY LEADERSHIP AWARD

AWARD	YEAR TWO YEAR THREE
Day Leadership Award	
TRAINING	<ul style="list-style-type: none"> • January 2007 - Identify and make contact with appropriate organisations • October 2007 – Specific Tutor Training Day (10 maximum places, 2 places per organisation) • Offer a package to organisations for a set fee.
GROUPS	<ul style="list-style-type: none"> • Health Promotions • Police Community Support Officers • Community Safety Partnerships (Carrick & Restormel) • Schools – Extended Network
COSTS	<ul style="list-style-type: none"> • Package offered to organisations would include: 2 members of staff tutor trained 1st year AAC Fee covered (£40) 1 x Tutor Resource (£40) Support to set up first course • Cost of package to organisations: £250 This would generate potential income to support further development.

COMMENTS

- Following the Pilot delivery March 2006 – suggested that the Day Leadership be included as part of the training requirements for PSCO's.
- Would look to try and find route into the Devon & Cornwall Police Constabulary
- For the delivery of the Day Leadership Award with the Extended Schools Network – would be looking to target non-teaching school staff and volunteers
- Delivery with Health Promotions – as part of the LEAP Project and their involvement with Street Games. Looking to use the award as minimum training requirement in the Community Tool Pack.

Summary of delivery costs (yearly)

Year One (4 Awards Delivered)

Delivery: £4'398.00

Coordination: £5833.00

Admin/resources: £1500

Contingency

Year Two (4 Awards Delivered)

Delivery: £4'192.00

Coordination: £5833.00

Admin/resources: £1500

Year Three (4 Awards Delivered)

Delivery: £2'722.00

Coordination: £5833.00

Admin/resources: £1500

Total = £11'312.00

Total = £17,499.00

Total = £ 4,500.00

Total = £ 1,188.00

Grand Total = £33,311.00

Cornwall Sport Partnership Contribution to the Community Delivery Model

= £19,500.00

- Coordination costs will be those of the Community Liaison for Leadership seconded by Cornwall Sports Partnership
- Cornwall Sports Partnership will be part funding the role of the Community Liaison for Leadership, therefore funding in kind.
- The remaining £1188.00 will be a contingency pot to potentially pick up the Dance Leadership and potential work with Disability Groups.