

Method Statement

Staffing and Personnel Related Issues

1.1 Please give details of the way in which the work force will be organised to carry out the Services required in the Specification. Please provide details on qualifications, experience and competency for all staff who will be involved in the delivery of this service. (max 500 Words)

Co-ordinator

The project will be managed directly by The AIR Football Co-ordinator who will be responsible for all staffing, strategy, networking, target setting, health and safety and delivery content. The Project Co-ordinator has over 7 years' experience in developing and managing youth services across London, Essex and Kent and has worked closely with Redbridge Council previously in delivering a range of well-being and development programmes over this time.

Sports Coach

Sports role

The programmes physical health and fitness activities will be delivered jointly by two AIR Football coaches, who will be CRB checked, First Aid qualified, UEFA or FA level 2 qualified and possess a minimum of 3 years direct experience in working in sport for development programmes with vulnerable clients. Coaches will ensure all clients complete appropriate registration documentation, including disclaimer and baseline forms and will be responsible for completion of all registers and official AIR documentation including incident reporting and player evaluation questionnaires. In co-operation with the Programme co-ordinator, Redbridge Council and local partners coaching staff will design and deliver a sports programme which caters to the ability levels of all clients attending the programme. This will include delivery of activities including breakfast clubs, football sessions, cardio, aerobics, Boxercise, circuits and sports based games.

Personal and wellbeing development role

Personal development activities during the programme will also be managed by the AIR Football coaching staff; this role will involve networking prior to programme delivery with local partners, developing a database of local partners and organising guest speakers, peer educators and partner delivery/ content during the programme. During the programme coaching staff will deliver a range of personal development activities aimed at tackling exclusion, promoting independence, improving social interaction and resilience. These will consist of group work sessions, one to one support and wrap around support.

The coaching staff will also directly manage any volunteers who engage with the programme.

Administrator

The AIR Football administrator will be responsible for collection and confidential storage of all programme documentation; including registers, questionnaires and evaluation data. The administrator will also be responsible for production of agreed project impact reports.

Management / Recruitment Arrangements

The project co-ordinator will hold weekly team meetings with all staff members to discuss progress and discuss arising issues. Coaches will contact the project coordinator after every day activity to provide basic feedback and comment on issues which require further exploration. All staff working on the programme will attend pre-programme planning sessions to ensure clarity and consistency of programme outcomes, methodology and key messages. All staff will attend a series of end of programme evaluation sessions to ensure key learning and staff reflection is used to shape future services.

1.2 Please demonstrate using examples how your Organisation will develop staff and on-going professional development to ensure continued competency to deliver the Service in accordance with the requirements detailed in the Specification. (max 500 Words)

All AIR Football coaches have over two years experience in working with vulnerable groups and have a minimum of FA Level 2 coaching qualifications, first aid and a range of fitness qualifications. Before engaging with clients and delivering sessions AIR Football coaches undertake an intensive induction programme which starts them on their continued professional development journey with AIR Football. This induction includes:

- Working with vulnerable individuals policy and training
- Health and Safety policy review
- Risk Assessment policy and training
- Dealing with aggressive behaviour training
- Incident reporting
- IT Training
- Administration and monitoring training
- Training in the AIR Football method and standards

Throughout their time with AIR Football all coaches attend regular coaching development sessions run either by the Director or by senior FA qualified staff, this enables staff with less experience to reflect on their practice and learn from more experienced staff.

All coaches participate in the monthly AIR Football performance review which includes a review of performance of both the coaching staff and the programme at these reviews staff and management can identify areas of development for staff either in terms of sports coaching, IT, Policy awareness and practice or training to better support the clients we work with. Training is identified to ensure AIR Football maintains the highest level of service it can and to provide clients with a creative, fun challenging and developmental programme, training on offer can include:

- FA coaching qualifications
- First aid
- Fitness training and qualifications
- Supporting volunteers
- Mentoring
- Administration
- Disabilities training
- Internal bespoke training to improve performance or address gaps in the service

Quality and Performance Management

2.1 Please describe how your Organisation will evaluate the effectiveness of the Service provided and demonstrate evidence that the aims and objectives of the Service as described in the Specification have been met? (max 800 Words)

AIR Football has historically had no problems with meeting performance targets, we design our monitoring systems to inform us if we are not on course to meet anticipated targets, this is achieved through use of a bespoke monitoring system which accurately records all participant data and tracks progress against targets. We update this system on a weekly basis to ensure the management team always have access to current data. We have monthly team meetings to discuss performance against targets and if appropriate can immediately undertake additional outreach and marketing within the underachieving borough.

Baseline Profiling (Memberships)

This system records a full range of qualitative and quantitative data enabling us to accurately profile the clients we engage with as soon as they start with us, this includes:

- Age
- Disability
- Levels of physical and mental health
- Gender
- Ethnic background
- Postcode area
- Start date
- Employment status
- Fitness Levels
- Inactivity levels
- Offending, Drug &/or Alcohol use
- Sources of referral e.g. self-referral, GP referral, Treatment provider referral

Weekly Recording

Our weekly register recording conducted by our coaching staff will enable us to track and accurately present evidence of completion of all identified Outcomes, Outputs and Key Performance indicators (KPIs) including:

- Total number of people accessing sports and fitness sessions.
- Total number of sessions and contact time delivered.
- Take up of incentive programme.
- Duration of engagement on programme.
- Wrap around support delivered.

Quarterly Monitoring

AIR Football will provide a quarterly monitoring report combining our baseline profile and weekly recording data. While this will provide solid evidence of a quantitative nature we will also demonstrate significant Qualitative evidence of the programme progress, this will include:

Case studies

We will collate Client case studies which will provide evidence in the clients own words of how the service has enhanced their lives.

In depth description of delivered activities

We will provide a detailed description of the activities delivered during the Quarter, broken down by month, this will include all football and fitness sessions (aerobics, core work, SAQ, Cardio vascular, Boxercise, Fartlek etc).

Outcomes Summary

AIR Football will provide a monthly outcomes summary detailing achievements, move on, take up of education / training and successes by individual clients.

Client Questionnaire

AIR Football will undertake a client questionnaire which will identify progress across a number of personal development areas which will demonstrate enhanced quality of life for clients, this includes:

- Communication
- Resilience
- Offending
- Drugs use
- Alcohol use
- Confidence
- Enhanced quality of life
- Move on
- Physical Health
- Fitness

We will specifically evidence the objectives of the Service through the following means

Help develop skills, interests and aspiration for individuals future through activities that are creative, challenging and supportive:

- Quantitative evidence of delivery of agreed number of football coaching and fitness sessions.
- Qualitative evidence (descriptors) of sessions delivered.
- Qualitative evidence of personal development sessions delivered.
- Evidence of delivery of a wide range of fitness, leisure, fun and social activities.
- Client Questionnaire results.
- Client case studies.

Empower individuals to increase their take up of opportunities for participating in community life:

- Client Questionnaire results showing increased participation in community activities.
- Monthly outcomes summary for clients included in Quarterly reports.
- Signposting activity recorded and included in Quarterly reports.
- Personal development sessions delivered and recorded and included in Quarterly reports.
- Client case studies showing participation in community activities.

Attend a stimulating social activity that enhances wellbeing and confidence:

- Client feedback showing satisfaction with programme and improved wellbeing.
- Client Questionnaire results showing improved life and transferable skills.

Encourage individuals' confidence to access training and education.

- Client Questionnaires showing impact of signposting and move on activity.
- Delivery of personal development activities and attendance recorded.
- Signposting activity recorded and included in Quarterly reports.

2.2 Please describe how your Organisation will evidence service user outcomes in line with PHE requirements. (max 500 Words)

Currently data sets are provided to the NDTMS by the Commissioned Drug & Alcohol services that work with us on projects. We work with our Drugs services partners on evidencing number of clients with alcohol and drugs issues and levels of reduction and stoppage that occur throughout clients engagement with the programme. We also provide information on clients to our partner Drugs services who have identified that they are seeking additional support with alcohol and substance misuse.

We also currently record baseline and on-going evaluation information on the following health issues:

- Mental Health
- Physical Health
- Fitness
- Smoking

Partnership Ethos

3.1 How will you develop partnerships with the public, local authority services, health and business sectors that will contribute to the achievement of the overall aims and objectives of the service specification? (max 500 Words)

AIR is a well-known and trusted provider of services within Redbridge and already works with a range of local voluntary, statutory and education sector partners. Our knowledge of local services and our long term investment in extensive networking means we are able to quickly target local hot spots areas, deliver relevant services and tackle important local issues using locally gained current intelligence direct from partners

The partnership process at AIR Football is perhaps the most vital part of the AIR process. Before any any session is delivered AIR Football will carry out (new) intensive local networking to ensure we have the necessary current local knowledge to deliver services relevant to the needs of the community. This would include engaging with local statutory and voluntary sector services in Redbridge, delivering presentations within services to managers and front line staff, undertaking street outreach in substance misuse hot spot areas during weekends and evenings, developing relevant marketing and publicity. AIR Football will also seek out and engage directly with the Police, DAAT's, NHS and local treatment and substance support programmes.

AIR Football will develop close partnerships with appropriate referral agencies to ensure an effective flow of information between ourselves and partners, this reduces miscommunication issues and ensures clients and referral agencies have a very clear picture of the AIR Football programme and what our expectations are. AIR clients must have made a conscious decision to make changes to their life and be aware that AIR Football is a development programme which will work to support them to make those changes.

Before the Programme launches AIR Football will create a local database of local voluntary and private organisations that could provide potential move on for clients or provide further support to compliment our services. We can provide a limited signposting service to clients which involves linking clients to local sports, leisure, training, volunteering and education services on this database.

Service Delivery

4.1 Please explain how your Organisation will set up an effective Service to satisfy the requirements of the Contract. Please provide a Service implementation plan and timetable showing details of key milestones in relation to the Service start up and lead times and highlight any particular barriers. Please demonstrate how the Service will be fully operational for the 1st June 2014. (max 800 Words)

AIR Football is a trusted and well respected service provider within Redbridge and has strong existing links with the Local Authority, drugs and alcohol treatment services, voluntary sector and local education providers. As a current substance misuse delivery partner of the Local Authority in Redbridge we do not anticipate any start-up problems in regards to delivery of this contract.

AIR Football proposes the delivery of the following activity:

- 2 x 2 hour football sessions delivered each week for 52 weeks by AIR Football – up to 15 clients attending each session.
- 2 x 2 hour fitness sessions delivered each week for 52 weeks by AIR Football – up to 15 clients attending each session.
- 2 x fitness sessions delivered at Fitness First.
- Integrated personal development and transferable skills programme delivered by AIR Football.
- Integrated signposting activity.
- Wrap around support providing contact with clients out-with core activity time.

The above activities are described in more detail in the following sections. (4.2)

Implementation plan

Action	Tasks	Ownership	Date by	Measurement
Performance Monitoring framework	Agree core targets.	AF/ LBR	May 2014	Framework signed off.
	Agree recording and reporting tools.	AF/LBR	May 2014	
Delivery areas and venues identified	Agree delivery areas and venues. Book venues	AF/LBR	May 2014	Venues booked.
Staff team identified	Staff team inducted into programme.	A/F	May 2014	Staff team fully aware of programme targets, aims and objectives.
Local networking and relationship building	Contact made with all relevant parties.	AF	May 2014	Local partners buy into the programme and are fully aware of the programme aims and launch.
	Presentations and meetings with relevant parties to explain and market service.	AF	May 2014	
	Project marketing distributed to local agencies and partner organisations.	AF	May 2014	

Action	Tasks	Ownership	Date by	Measurement
Programme content finalised.	Staff training undertaken if necessary. Equipment if necessary procured.	AF AF	May 2014	Any gaps in service identified and addressed.
Volunteer recruitment	Finalise volunteer programme. Volunteer recruitment. Training & induction.	AF AF AF	May 2014 May 2014 May 2014	Active volunteers in the programme.
Health and safety review.	Final risk assessments of venue and programme content undertaken.	AF	May 2014	AF Satisfied risks have been minimised and managed.
Programme administration and reporting methods finalised.	All memberships, registers and evaluation processes checked.	AF	May 2014	AF Satisfied with programme administration.
Pre-launch check.	Programme Walk through and administration procedures checked.	AF	May 2014	AF satisfied with programme and procedures.
Formal programme launch.	Media strategy agreed Programme launch.	AF AF	June 2014	Successful launch.
Quarterly Monitoring and Performance meeting.	Quarterly report produced	AF	Sept 2014	Successful performance review

4.2 Please outline how you would deliver and integrate each component of the Service:

i. Help develop skills, interests and aspiration for individuals future through activities that are creative, challenging and supportive:

Football Coaching Sessions

AIR will deliver two structured football training sessions per week which will be aimed at promoting wellbeing, fitness, teamwork, socialisation and communication skills. These sessions will consist of

- Football coaching and games
- Team building games
- Ball work and technique
- Football specific fitness
- Fast feet
- Explosive movement
- Dynamics
- SAQ
- Football coaching certification

Fitness Sessions

AIR will deliver two structured fitness sessions per week which are aimed at challenging individuals to both step out of their comfort zone and allow them to try out new sports, fitness programmes and training techniques. Our intention is to support clients overcome the fear of the unknown/ trying new things and build up their confidence to try new activities outwith of our sessions. These sessions will include:

- Fartlek
- Plyometrics
- Aerobics
- Boxercise
- Circuit Training
- Cardio training
- Balance and core strength
- Leg and arm development
- Flat tums

Evening Fitness session

AIR will deliver two weekly fitness sessions at Fitness First. This will be aimed at clients who have a specific interest in intensive fitness programmes, are on exercise/ diet programmes or are interested in coaching or fitness training. Sessions would be a mix of spin, fitness and studio based training.

Tournaments

AIR Football would support Redbridge clients to attend our Pan London Tournaments. We would deliver a minimum of two per year.

ii. Empower individuals to increase their take up of opportunities for participating in community life.

AIR Football Sessions are designed to promote development of the soft skills required to be independent and to develop participant's resilience skills; enabling clients to better deal with setbacks and hardships and have the confidence to try new things. All clients would be encouraged and supported to participate fully in the sessions, clients lacking confidence or new to the programme would be given extra support by coaches or buddied up with a more experienced or confident member of the group.

AIR Football sessions would be planned by coaches to integrate the development of the following transferable skills into the Football and fitness programmes.

- Promoting independence.
- Socialisation.
- Relationship building and confidence.
- Developing resilience and dealing with setbacks.
- Improving communication.
- Teamwork.
- Awareness of local opportunities.
- Signposting.
- Goal setting and action planning.

Wrap around support

AIR Football will deliver a wrap-around support service to all clients engaged in the programme. Wrap around support is crucial to the long term success of clients on our programmes by providing an additional level of support and letting clients we are willing to go the extra mile to support them. Our coaches are available to clients at times when they really need it, not just during structured session times. This includes out of hours contact with staff, weekly motivational texts and emails, regular phone calls and move on after care and follow up contact if individuals drop off the programme. Wrap around support can also involve working with clients on a one to one basis or small group basis after sessions.

iii. Attend a stimulating social activity that enhances wellbeing and confidence

A major focus of the AIR Football programme is to develop both the mental and physical wellbeing of clients. We do this by developing a sense of family or community within sessions; encouraging clients to trust others, develop communication skills and build self-confidence. During sessions and outwith AIR activity sessions clients are encouraged to support and encourage each other, develop friendships and work together to achieve common and individual goals. This teamwork ethos is crucial in the delivery of our football and fitness programmes; during which clients can participate in a supervised fitness and well-being programme covering:

- Nutrition and healthy eating.
- Diet and weight loss programme.
- Safe training and fitness education training.
- Working as an individual and as part of a team.
- Free gym pass incentive programme.
- Inclusive personal development and transferable skills programme.

iv. Encourage individuals' confidence to access training and education.

AIR will provide a signposting service which will build on the increasing confidence of clients attending the fitness and football programmes. Our staff will provide clients with information on local training and education opportunities and will support them to contact and access these services. AIR will record any outcomes or opportunities achieved by Clients and will include these in our Quarterly reports.