



# HAF Training

## Impact Report 2023-24

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## Introduction

**A sub project within the main Hertfordshire contract of the national Holiday, Activity and Food (HAF) programme, known locally as 'HAPpy'. It aims to support the overall programme delivery by providing a diverse, fit for purpose training programme for providers and delivery staff - firstly to ensure they meet quality standards but also to enable them to provide a safe enriching environment that meets emerging trends and the ever-changing needs of the children presenting at camps.**

## Project background

Herts Sport & Physical Activity Partnership (HSP) took over the responsibility for coordinating and managing the training programme in January 2023 having previously been managed by Hertfordshire Community Foundation (HCF). The Partnership took over the coordination aiming to use their wider knowledge and contacts within the sector to add value and to upskill the overall workforce involved in the delivery of sport and physical activity across Hertfordshire. The overall aim of the training programme is to increase the quality of delivery and performance of all providers within the HAPpy programme. There was also more scope for HSP to link with other initiatives run by the Partnership and engage with new innovative training providers. Drawing on the Partnerships' experience of delivery to link it to the actual delivery, rather than the due diligence/grant process which is the focus and strength of HCF.

## Implementation

- Worked in partnership with HCF to produce a training needs analysis/feedback survey. This was conducted with two main aims; for providers to reflect on the 2022 offer and to gain valuable insight to help shape the programme going forward.
- This highlighted that we needed to retain a mix of online, in person and on-demand courses and ensure these were scheduled at a range of times and days to provide choice and flexibility. There was also a need to expand the offer and more importantly, give providers more than one way to access/complete the main mandatory training.
- A key aim was to engage with an on-demand training platform and employ an invite only model with certain courses alongside the universal offer.
- Several previously used training providers were contacted to continue to provide services to the programme, and in addition, some new training providers were brought on board to diversity the offer.
- The Partnership introduced bi-annual in person Learn and Share events bringing together all delivery partners and consisting of: a mix of delivered talks and open discussions aimed to improve communication between all parties in the process and allow providers to learn from each other, sharing good practice and common challenges.
- An annual training calendar was produced to allow providers to plan rather than simply panic ahead of each delivery phase.
- Worked closely with the Partnership's marketing team to develop a more comprehensive plan associated to training, this included the introduction of a fortnightly Training Tuesday email in the lead up to each delivery phase highlighting key dates and imminent courses.
- Designed and launched a dedicated training webpage for all providers to see in one place what the HAPpy training offer was and how they could then access the different platforms.
- Continuous engagement with providers, and review of post-delivery monitoring documentation to improve the offer ahead of the next phase.
- Continuous communication with HCF around the collection of training qualifications to meet minimum operating standards allowed the Partnership to review the training offer and directly market to those providers who required specific training.

- Increased emphasis built into the audit process during delivery to clarify that delivery staff were aware and had access to training not just the top-level grant applicant contacts.

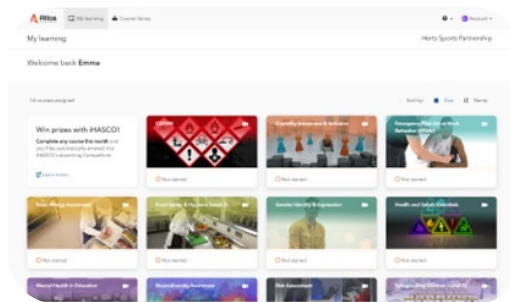
## Partnerships

**Taking into consideration the findings of the training needs analysis a range of partners were set up to ensure that a more inclusive range of training was offered to the delivery organisations.**

### Key Partnerships:

**Hertfordshire Sports Village** – as a pre-existing partner to HSP, Hertfordshire Sports Village were commissioned to be the programme’s resident First Aid delivery partner. With a comprehensive programme of courses on offer throughout the year, the Partnership was able to open up spaces on multiple dates and times to suit the multitude of delivery providers on a rolling basis rather than fill bespoke dates.

**iHASCO** – a comprehensive on demand training platform used by the University of Hertfordshire. The Partnership secured a separate contract which allowed us to select a bespoke suite of on-demand courses relevant to the needs of the programme. Delivery partners could sign themselves up and access all courses as and when required. Admin access has allowed us to track usage and add to the offer reacting to emerging trends.



*Figure 1: A screenshot of 'My Learning' landing page showing the range of courses available to users of the iHASCO on demand platform.*

**Street Games UK** – a revered doorstep sport charity; they were commissioned as a workforce training partner to support and enrich the programme, in a bid to put on more targeted/tailored training sessions and increase the number of bookings on courses overall.

**Apex 360** – as a registered UK Coaching Safeguarding Tuition provider and a local company to Hertfordshire with years of experience in this area, they have become the programme’s lead safeguarding delivery partner.

**ADD-vance** – as a Hertfordshire based charity that supports families and professionals affected by, or working with, individuals who are affected by ADHD, Autism or a related condition – they provide specialist training associated to upskill delivery providers in how to better manage attendees that might present with special education support needs.

## **Other Delivery Providers:**

**BEEZEE bodies** – as the commissioned healthy weight management service for Hertfordshire County Council, the company were used to provide expert advice, guidance and resources to delivery providers with an aim to improve the quality of the nutritional information provided during delivery. An in-person workshop was delivered at our first Learn & Share event, and we have shared and signposted ongoing workshops with delivery providers and families respectively.

**Herts Disability Sports Foundation** – were commissioned to assist in providing educational support to providers, in order to improve the accessibility of camps to those with SEND and the overall experience of attendees.

**Herts MIND** – as an independent charity they were brought in to assist in upskilling providers who will potentially need to support attendees with any mental health problems that might occur during delivery or add to their enrichment.

**In2action** – as an award-winning training provider that specialise in changing working culture, they were commissioned to deliver a bespoke invite only workshop on Managing challenging behaviour.

**Right Directions** – as a national training provider they were perfectly placed to deliver the nationally recognised Level 3 Safeguarding training. Which we thought was important to offer training above the level of mandatory training.



## A new way of thinking:

### The Phoenix Group

A longstanding Deaf Awareness and BSL training partner, we took a different approach to enabling access to their services this year. By advertising an ongoing expression of interest form on our website we were able to put a number of providers into direct contact with the group to discuss their individual needs and arrange bespoke training on dates that suited them, fully funded.

### SPD Tuition & Coaching Ltd.

We have embarked on this brand-new partnership with a view to change the perception of how providers view and deal with challenging behaviour. SPD Tuition & Coaching Ltd. are an innovative training provider who support practitioners to move away from the traditional “blame and shame” cultures of behavioural management and towards a science based approach that promotes emotional regulation and connection. They have run an online session for delivery staff giving practical tips and an in-person session for leadership staff at our Learn and share event in October 2023. Both of which have introduced our providers to ‘The Behaviour Balance Approach’ and the concept that ‘there is no such thing as bad behaviour’.



Figure 2: 'The Balance Basket' and other resources used by SPD Tuition & Coaching Ltd. during our Learn and Share event in October 2023.

## Outcomes and Benefits

**113**

Individual  
courses offered  
in 2023

**143**

People Level 3  
First Aid Trained

**714**

Active users on  
iHASCO's on demand  
platform

There was an increase in the confidence and competence of providers (*seen through the summer 2023 audits and feedback from providers at the October Learn & Share*) to deal with more low-level behavioural needs making our mainstream offer more inclusive and the SEND offer more specific.

The range and quality of training on offer has allowed providers to not only meet the mandatory training requirements for HAPpy but also strengthen their overall workforce in a more cost effective and accessible way.

Training attendance rates improved as delivery providers were able to access more appropriate training that suited their specific requirements.

The Learn and Share events provided the Partnership with a unique training opportunity for some additional face-to-face delivery. In addition to this the Partnership was able to hear first hand some of the frustrations and challenges that providers had with accessing specific training and also, what specific training should be offered in the future.

Having a more robust tracking system allows the Partnership to understand which training was successful and which providers were accessing the training.

## Testimonials

**“Stewart was very helpful and gave me lots of important information that has given me a lot of confidence for the future”**

Safeguarding & Protecting Children Course attendee

**“The training was so impactful we want to share the findings as much as we can”** Stortford Gymnastics

## Key Learnings

- What providers say they want and what is subsequently offered doesn't necessarily convert to what training is attended.
- The on-demand offer is by far our most engaged with medium of training, whilst we have increased the number of courses available on iHASCO, we need to look to diversify this offer and consider the production of/enable access to subscriptions and move away from traditional hosted training.
- The greatest challenge is the delivery providers passing on the training opportunities to their delivery staff in a timely manner.
- Having a simple system in place for tracking bookings and attendance across the number of delivery platforms and providers has improved the Partnerships ability to pro-actively respond to courses where bookings are low.



## Next Steps



Review the commissioning arrangements with Street Games to see what alternative ways there are for providers to access their plethora of courses rather than the limited selection of bespoke courses that are offered just for Hertfordshire.

Increase the use of young workers/volunteers in the programme given the nature of delivery being in holiday periods (*in addition this will be more cost effective for providers*).

Look to expand the offer around behavioural courses, specifically looking at what opportunities there are to expand our relationship with SPD Tuition and Coaching and their Behaviour Bank.

Work with iHASCO to ensure that we have a better back-office function associated to the on-demand offer. This way the Partnership can better understand the usage patterns and success of this delivery platform.

Review the offer associated with the Hertfordshire Sports Village around the First Aid training to improve the booking process for providers.

Look to expand the number of Safeguarding & Protecting Children Courses for 16 - 17-Year-Olds as the demand of the course continues.

Continue to develop and review the marketing and communication plan associated to training.

**1**

**Review the Street Games** offer in order to provide a more open access to their range of courses

**2**

Expand the **overall** offer around access to **Behavioural Courses & Resources**

**3**

**Review and improve the marketing** in terms of how to reach the individuals within each delivery provider rather than just one key individual within an organisation.

## Conclusion

There has been a clear shift in the way individuals access training, especially since the pandemic. There is also a clear gap in reaching the deliverers themselves, whilst we have the contact details of the main delivery provider, they are often not passing on the 'offer.' The focus for 2024 will be about improving the marketing and communication associated to the training offer. Secondly it will be about ensuring that the training offer provides the most accessible and flexible process possible in order to maximise the opportunities that will be made available in 2024.

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Herts  
**Sport &  
Physical  
Activity**  
Partnership

