



Coaching Strategy  
2010-16

sportwales  
chwaraeon cymru



# Foreword

As a small nation we in Wales have to make the best use of our resources, including our people. Our hopes and dreams of sustained sporting success cannot be realised without the continued investment in our coaches and volunteers. Coaching plays a crucial role from supporting elite athletes to excel on the world stage to encouraging local communities to get fitter and enjoy sport; coaches provide the inspiration and practical support to get Wales moving.

We have made considerable progress since the publication of the *Coaching Plan for Wales* in 2005 and this strategy seeks to build on existing successes, putting in place a framework within which we will aim to deliver more and better supported coaches. We want to challenge ourselves and our partners to engage more people in sport and sustaining this engagement. We want Wales to be a place where everyone who participates in sport should have access to an appropriately skilled coach - a Wales where all coaches are appropriately recruited, trained, deployed and ultimately retained within sport.

Through the *Behind Every Star* campaign, Sport Wales is making a dedicated effort to celebrate the work of coaches, and appeal to people to get involved. We're keen to build on this momentum, and rely heavily on our partners to deliver the ambitious results we're aiming for. We recognise that we need to raise the bar and be bold in our aspirations. Coaches are crucial in achieving our two aims of every child in Wales hooked on sport for life, and Wales becoming a nation of champions. Working with our partners, I believe that this strategy sets an ambitious course, but one that is achievable.

Professor Laura McAllister,  
Chair, Sport Wales

Since 2005, the Coaching Plan for Wales has been the catalyst for many positive developments in coaching and leadership. We have made significant progress but there is much more to be done.

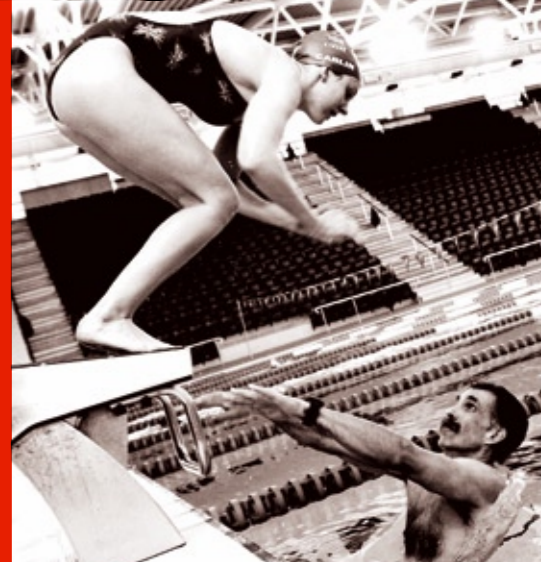
We need to increase the number of active coaches in Wales and to support them properly if we are to become a healthier and more successful sporting nation. We must ensure that our coaching workforce is properly qualified and that they have the skills and tools to work with children as well as elite athletes; through both our national languages and in all of our communities across Wales.

I welcome and endorse the ambition and aspirations of Sport Wales for coaching in Wales. This strategy provides a clear direction and focus for all our efforts to achieve a successful and effective coaching system.

Alun Ffred Jones AM  
Minister for Heritage

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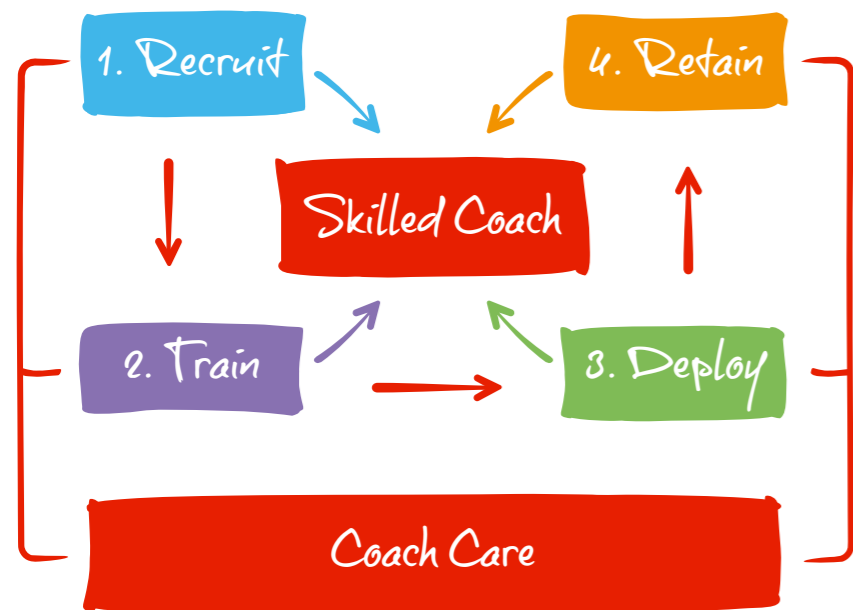
# Purpose

The purpose of this strategy is to state Sport Wales' aspirations and set the direction for coaching in Wales for the next six years. It sits alongside the UK Coaching Framework which provides a blueprint for developing a system to take coaching in the UK towards being the best in the World by 2016. This strategy also provides a framework for the delivery of actions relating to coaching in both the One Wales agreement and Creating an Active Wales.

## Our Aspirations

### To have:

1. 10% of the Welsh adult population<sup>1</sup> actively involved in coaching and volunteering in sport<sup>2</sup>, growing from 113,000 to 240,000 people, based on the current population (Sport Wales, 2010a) (RECRUIT)
2. all coaches qualified to a level appropriate for his or her role (TRAIN)
3. every newly qualified coach deployed and active in delivering coaching sessions (DEPLOY)
4. all coaches in Wales valued with access to opportunities to develop their coaching skills. (RETAIN)



This strategy outlines the direction of coaching and will be supplemented by an implementation plan, which will identify measurable targets and will be reviewed annually. Sport Wales is committed to equality and will take steps to ensure that equality is implicit throughout the implementation of this strategy.

The on-going evaluation of the strategy is of paramount importance; appropriate measures will be established to assess progress directly against this strategy. In light of the strategy's focus on more and better coaches, measures will need to address both elements. Whilst measurements against 'more' coaches are well

## The Key Outcomes

- Improved quality and standard of coaching being delivered, by ensuring national governing bodies (NGBs) have quality assured coach education programmes and pathways.
- Increased number of coaches qualified and then deployed, by ensuring the demand for courses are met and candidates are tracked and supported through to qualification and deployment.
- Improved levels of coach care, with the ongoing support and development at the heart of coaches all our work.
- Increased number of employment opportunities for coaches in Wales.
- Raised profile of coaching and coaches in Wales.
- Consistent and robust coaching data, leading to improved evaluation and planning
- Reduced inequalities in coaching.

established, it is recognised that measuring the impact of 'better' is less defined. Being able to measure this is essential to the delivery of the strategy and therefore an evaluation group will be established to further progress this area of work.

# Moving Forward



Increasing the number of coaches<sup>3</sup> across Wales is arguably the most important aspect in Sport Wales achieving the ambition to have every child hooked on sport for life and for Wales to be a nation of champions.

Examples of this can be seen in both Finland and Sweden. Both countries report high levels of regular sports participation (72%) alongside the highest levels of coaching and volunteering in Europe, with 18% of their adult population actively involved in coaching and volunteering in sport (TNS Opinion and Social, 2010). Sport Wales has considered this when setting the goal for the size of the workforce required to enable everyone who participates in sport to have access to an appropriately skilled coach.

The previous strategy, 'The Coaching Plan for Wales', launched in 2005, has seen progress in many areas. There has been an increase in the number of employed staff at the elite level of sport, with the equivalent of 170 full time coaches and performance directors. There are 22 NGBs delivering the UK Coaching Certificate and the number of coaches trained is at an all time high with over 10,000 leaders and 5,000 coaches qualifying per annum, which is supported by an ever increasing pool of qualified tutors, assessors and verifiers.

This is good, but to achieve our aspirations we will need to do more. Findings from the 'Sports Volunteering in Wales' research project (Sport Wales, 2010b), the 'Coaching Plan for Wales Review' (Sports Council Wales, 2009a), alongside consultation with stakeholders, have been used to inform this new 2010-2016 strategy. Even though the strategy does not represent a shift in the ethos of 'More Coaches ...Better Coaches' it will require a shift in approach and level of activity by us and our partners, with us all being more focused and systematic.

So what is the shift in approach? **We want a culture whereby coaching and volunteering in**



sport is commonplace and therefore a system is needed whereby people are inspired, proactively encouraged and supported throughout their journey. At the core of this is the role of our local communities; this is where sport happens and local sports clubs and organisations have a pivotal role in recruiting, supporting and nurturing coaches.

Effective recruitment, training, deployment and retention are all essential parts of the system that is needed, and whilst proactive recruitment and training is fundamental, **a greater emphasis must be placed on deployment and retention.** Approximately 10,000 people are introduced to coaching every year but with a total of 46,700 coaches in Wales, it would suggest that we are losing

a significant number (Sports Council Wales, 2009b). Therefore, priority will be given to those organisations that have deployment and retention at the centre of their coaching plans or systems.

Crucially **we will value our workforce.** This comes from recognition and showing appreciation of the role undertaken. It's the small things that make the difference; communicating effectively, offering training, mentoring, acknowledging a coach's contribution when profiling an athlete, or taking the time thank a coach are all important to retain the workforce. **We must celebrate success and we want to see this as common practice within Wales.**

1. The adult population is defined at 15 years and over, as measured by the Sport Wales Active Adult Survey.

2. Coaching and volunteering refers to 'any help, on an unpaid basis, to run a sporting activity after school or at a club'. Further analysis identifies the type of role undertaken as – coaching, administration, transport, catering, other. Volunteering encompasses administration, transport, catering and other.

3. In the context of this strategy, the definition of 'coach' refers to any individual that is involved in providing coaching; therefore the definition ranges from informally organised volunteers (leaders) to elite coaches. All references to 'coaches' should be interpreted using this definition.

# Delivering Against Our Aspirations

## Recruit

ASPIRATION – 10% of the Welsh adult population will be involved in coaching and volunteering			
Focus Area	Examples	Measuring Progress	
		Measure	Data Source
Increase the appeal of coaching and volunteering in sport by raising the awareness and impact throughout Wales	Travelling exhibition profiling coaches, case studies, local advertising and promotion informing people what coaching and volunteering is all about	Number of active volunteer coaches in Wales (estimate)	Sport Wales, Active Adults Survey
Clear pathways in place for coaching and volunteering, aligned to the participant	NGBs to have a clearly defined pathway so potential coaches / volunteers are aware of the opportunities that exist	Number of paid coaches in Wales (estimate)	
Proactive and targeted recruitment	Clubs – proactively asking people to get involved e.g. when a parent takes their child to a sporting activity, the parents are also asked how they can contribute	Number of active volunteers in Wales (estimate)	
	Attract more women into coaching Recruiting the right people – develop typologies to target those most likely to want to get involved		
Reduce the barriers for the recruitment of coaches and volunteers	Time – offer more flexible opportunities for people to get involved. Develop partnerships with employers allowing employees time off to volunteer		
WHAT DO WE EXPECT TO SEE?			
<ul style="list-style-type: none"> <li>Clubs / local sports organisations proactively asking people to help, and operating safe recruitment practices</li> <li>NGBs/ Local Authorities (LAs)/ URDD enabling clubs to do this by supporting the management of clubs</li> <li>Understanding by all partners of what recruitment is required</li> <li>NGBs ensuring that their coaching pathway is understood by everyone involved</li> <li>Sport Wales providing support at a national level to raise the profile of coaching</li> <li>Sport Wales providing resources to support partners in the development of clubs</li> <li>Sport Wales supporting partners to operate safe recruitment practices</li> </ul>			

## Train

ASPIRATION – All coaches will be qualified to a level appropriate for his or her role			
Focus Area	Examples	Measuring Progress	
		Measure	Data Source
Appropriate training	All training provides candidates with the sufficient skills and knowledge to undertake their role effectively	Number of active coaches, by qualification (estimate)	Sport Wales, Active Adults Survey*
Accessible training, without barriers	Coaches undertaking leaders, level one or level two qualifications are able to access courses within their locality – to cater for geographical issues	Number of coaches trained per year, by level of qualification	NGB data, sports leaders UK data, Sport Wales data NGB data
	Coach education costs for active coaches, at all levels, are subsidised		
Deliverers of coach education have appropriately skilled workforce to meet demand	All tutors, assessors and verifiers of coach education courses are provided with recognised training	Number of tutors, assessors and verifiers	
WHAT DO WE EXPECT TO SEE?			
<ul style="list-style-type: none"> <li>Coaches want to be qualified</li> <li>Clubs / local sports organisations ensuring all their coaches are appropriately qualified</li> <li>All providers of training running a full calendar of coach education opportunities throughout Wales, based on what is needed</li> <li>Collaborative working between all partners to ensure that courses are held in suitable locations and the barriers for obtaining a qualification are minimised</li> <li>Sport Wales facilitating collaborative working between partners to ensure a coach can access courses</li> <li>Sport Wales subsidising the cost of coach training</li> </ul>			

## Deploy

ASPIRATION – Every newly qualified coach will be deployed and active in delivering coaching sessions			
Focus Area	Examples	Measuring Progress	
		Measure	Data Source
A supply of coaching opportunities to meet the demand	Clubs and local sports organisations asking people to get involved will lead to more opportunities, which then allow the club to build capacity	Proportion of newly trained coaches who are coaching one year after training**	New Coach Tracking Monitor** Active Adults Survey
Tracking and supporting coaches into deployment opportunities	Following training, coaches are provided with communication informing them of the next steps	% of sports club participants that have received coaching	
Increased opportunities to develop a career from coaching	Co-ordinating available coaching opportunities to turn sessional coaching into part time or full time roles		
WHAT DO WE EXPECT TO SEE?			
<ul style="list-style-type: none"> <li>Clubs / local sports organisation support coaches into the right opportunity by matching their skills to the role</li> <li>All providers of training follow up with coaches after a course, providing them with information about the next steps and how they can access more support</li> <li>NGBs / LAs / URDD know the number of active coaches</li> <li>Co-ordinated employment opportunities between organisations that employ coaches</li> <li>Sport Wales invest into the employment of coaches</li> </ul>			

## Retain

ASPIRATION – All coaches in Wales will feel valued and will have access to opportunities to develop their coaching skills.			
Focus Area	Examples	Measuring Progress	
		Measure	Data Source
A wide variety of opportunities to support the on-going development of coaches, at all levels	Coaches to have a nominated contact person for advice, guidance and support, mentoring programmes, professional development opportunities, conferences, use of the internet to provide flexible learning, informal and learning on the job	Number of coaches attending continuous professional development opportunities	NGB data, Sport Wales data New Coach Tracking Monitor ** NGB data / New Coach Tracking Monitor **
Value and recognition of the coaches in Wales, to keep them involved	Acknowledging coaches when profiling athletes, letters congratulating / thanking coaches, award ceremonies, supporting training costs, respecting coaches	Coaches' perceptions of the level of support received, how it helped them improve, whether (and how) it encouraged them to continue coaching, and if they feel valued Number of coaches that remain active in the sport	
WHAT DO WE EXPECT TO SEE?			
<ul style="list-style-type: none"> <li>Coaches committed to their on-going professional development</li> <li>Clubs / local sports organisations know the ambitions of each of their coaches and can signpost/ provide opportunities for them to achieve this</li> <li>Clubs provide on-going recognition and rewards to value a coach's contribution</li> <li>NGBs / LAs provide recognition for substantial contributions to coaching</li> <li>NGBs / LAs understand the training and development requirements and are able to deliver what is needed</li> <li>NGBs / LAs providing a range of different of learning opportunities</li> <li>NGBs / LAs working with educational establishments to help develop resources to support coaches</li> <li>Sport Wales facilitating collaborative working, sharing good practice and leading on areas that are common to all of Wales</li> </ul>			

\* A question capturing the highest coaching qualification held by active coaches will be included in the Sport Wales Active Adults Survey from 2012.

\*\*National Governing Bodies and Sport Wales will work together to collect information from newly-trained coaches approximately one year (to estimate levels of coach deployment) and three years (to estimate levels of retention and development) after they have been trained as coaches.

# Investment

Sport Wales will work proactively with partners at national, regional and local level who can clearly demonstrate how they can contribute to these four coaching aspirations.

We will prioritise against those sports that can contribute to Sport Wales' aspirations. At elite level this will be those sports identified in the *Elite Sport Strategy* (Sport Wales, 2010c) and at community level, sports that can demonstrate an impact on providing increased opportunities to play sport with quality coaching to keep them involved. Our focus will be on making the best use of available resources by working with partners who have robust plans in place, which clearly demonstrate value for money.

Sport Wales will aim to invest £5 million per year into coaching from Exchequer and Lottery budgets. This figure represents a significant

increase from previous years with an additional £1 million prioritised by the Welsh Assembly Government for 2010 and 2011. The funding will be aligned to Sport Wales' two main aspirations as follows:

## 1. Nation of champions – £2.2 million

- Coaching delivery (employment of coaches)
- Coaching direction (supporting the structure to ensure coaches are managed effectively)
- Coach development (coach support, mentoring, continuous professional development)

## 2. Every child hooked on sport for life – £2.8 million

- Recruitment (raising profile, supporting the infrastructure to enable partners to recruit)
- Training (subsidising the cost of coach education)
- Deployment (tracking, employment of coaches)
- Retention (coach support, mentoring, recognising and valuing coaches)
- Delivery of the system (supporting a workforce to deliver coaching)

# Landscape

The successful delivery of this strategy requires a united approach. The coaching landscape in Wales is vast and there are many organisations that can contribute to our coaching aspirations. Success requires collaborative working and will be built upon effective partnerships.

The diagram below illustrates the organisations that deliver coaching in Wales and the role they play within this:



	COACH / ATHLETE				
	RECRUIT	TRAIN	DEPLOY	RETAIN	
Local Clubs	RECRUIT	TRAIN	DEPLOY	RETAIN	
Community Groups	RECRUIT	TRAIN	DEPLOY	RETAIN	
Educational Establishments	RECRUIT	TRAIN	DEPLOY	RETAIN	
National Governing Bodies	RECRUIT	TRAIN	DEPLOY	RETAIN	POLICY/STRATEGY
Local Authorities	RECRUIT	TRAIN	DEPLOY	RETAIN	
Sports Leader UK		TRAIN			
Disability Sport Wales	RECRUIT	TRAIN	DEPLOY	RETAIN	POLICY/STRATEGY
URDD	RECRUIT	TRAIN	DEPLOY	RETAIN	
Sport Wales	RECRUIT	TRAIN	DEPLOY	RETAIN	POLICY/STRATEGY
sports coach UK					POLICY/STRATEGY
Skills Active					POLICY/STRATEGY
UK Sport					POLICY/STRATEGY

Key

■ ■ ■ Varying levels of influence



# Guiding Principles

The guiding principles for how coaching in Wales will develop are:

<b>Equality</b>	This strategy aims to reduce inequalities in order to reach out to new and existing audiences to increase the numbers and knowledge base of coaches, officials and volunteers. Coaching opportunities and coach education will need to be accessible to all.
<b>Ambition</b>	This strategy builds upon the good work already completed. Setting ambitious targets should be the essence of the journey ahead.
<b>Uniting</b>	Bringing partners and people together; local authorities, governing bodies of sport, communities, coaches, adults, young people, children and the entire nation to support, participate and excel in sport.
<b>Innovative</b>	New approaches and creative solutions will be intrinsic to the strategy.
<b>Simple</b>	Our direction is easily understood and relevant to participants, coaches, administrators and everyone involved within sport.
<b>Welsh language</b>	Participants should have the opportunity to be coached via the medium of Welsh.
<b>Participant centred approach</b>	Knowing where activity takes place and identifying what coaches are needed.
<b>Quality</b>	All participants, performers and teams will have access to quality coaching at every stage in their development.
<b>Volunteering culture</b>	Embracing a culture in Wales of asking people to get involved, nurturing and supporting our coaches.
<b>Volunteer and professional</b>	The coaching strategy will cater for any differences in needs between professional and volunteer coaches.
<b>Coaching environments</b>	The coaching strategy will cater for the different types of participants to which individuals coach – e.g. children, adults, talent development, high performance & elite.
<b>Positive environment</b>	All coaching will be delivered in a positive, safe and fun environment.
<b>Evidence based</b>	Planning of coaching requirements will be based upon robust evidence.
<b>Outcome focused</b>	The strategy will lead to 'More and Better' coaches, raising the standards and status of coaching in Wales, with every participant in Wales having access to an appropriately skilled coach.



## References

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