

The New Zealand Coaching Strategy

Taking Coaching
into the future

For coaches, by coaches



*Taiaha hā! Taiaha hā!
Nō te hau koe, i pupuhi mai i tua
He hau māeneene
He hau mirimiri
He hau o te ora
I ora ai tātau te tangata!
Tuatahi atu, ki tō tātau atua i te rangi, e noho mai nā i runga i tōna torona.*

Ki ngā mate tāruru nui, kei ngā tōpito o te motu, mai i Te Rerenga Wairua, ki Rakiura, hoki atu rā ki Hawaiki oti atu e. Tae noa ki a tātau te hunga ora e pae nei, ngā waihotanga ake o rātau mā, tihe mauriora.

Acknowledgements

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SPARC is the government agency charged with promoting, encouraging and supporting physical activity and sport in New Zealand. The New Zealand Academy of Sport is SPARC's High Performance Network.

For further information on SPARC and its initiatives go to www.sparc.org.nz or contact us on + 64 4 472 8058 or info@sparc.org.nz

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Introduction

New Zealand has a proud history of sporting excellence. Excellence in sport requires excellence in coaching. Quality coaches have a huge impact on their communities. They spend time with New Zealanders, young and old, and have a positive influence on the life and values of those they come into contact with.

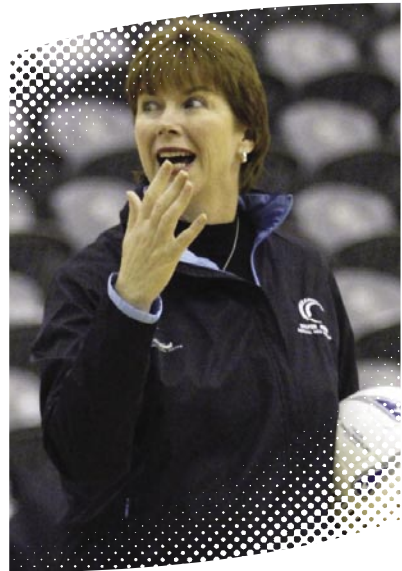
If our children are to be truly enriched by their experience in sport, or if New Zealand's elite athletes are to stay in contention for world glory, they must participate and compete with the support of a world-class coaching environment.

The New Zealand Coaching Strategy is philosophically committed to creating this environment. An environment delivering key coaching benefits to athletes regardless of age, race, status or location. It also represents a genuine commitment to ensuring that the key players in coaching work more collaboratively for the benefit of athletes, complementing the efforts of the many committed coaches and coaching programmes operating around New Zealand.

The 2001 Ministerial Taskforce Report concluded that coaching in New Zealand was in need of an immediate review and upgrade. The Taskforce effectively challenged coaches to take a leadership and ownership role in the development of a World-Class Coaching Environment. It is through this environment that New Zealand's coaching capability will be enhanced and recognised as world-leading. It is through this environment, too, that all Kiwi athletes will be delivered the services they require to get the most out of their sports.

Comparing New Zealand's sporting environment with other countries' confirms we can not compete on two levels:

- Investment; and
- The numbers playing sport.



The quality of our coaching, therefore, must be a significant point of difference when compared to the rest of the world.

This strategy has been developed for coaches by coaches to meet the needs of all coaches in New Zealand. It addresses issues associated with the current coaching environment and is aligned to athletes' needs. It will deliver a co-ordinated coaching approach that links regional and national activities and outcomes.

As such, it reflects our unique national identity in a way that meets the needs of all New Zealanders regardless of race, gender or physical capacity.

Changing New Zealand's coaching environment is a task suited to coaches who habitually challenge accepted practice. It starts with a shared vision, or purpose, that is owned by all key players in coaching (see Appendix 1). With a clear understanding of their role, key players can contribute to realising the vision of creating a World-Class Coaching Environment. These contributions must be delivered in a co-ordinated manner to ensure we get from where we are now to where we want to be. The New Zealand Coaching Strategy provides a way to co-ordinate those contributions.

Change is not new. Coaching in New Zealand has undergone many changes before. The difference is that this time it will be driven, and owned, by coaches. The strategy's outcomes will meet athletes' needs and be delivered through the passion, inspiration, and enthusiasm of coaches.

This strategy builds on, and replaces, the draft National Coaching Strategy (June 2003) and the revised High Performance Coaching Strategy (April 2003).

SPARC is proud to have led the development of this strategy and thanks all the key players for their contribution and vision.

Nicholas Hill

Chief Executive
SPARC

Background

Ministerial Taskforce Report

The 2001 Ministerial Taskforce Report “Getting Set for an Active Nation” highlighted coaching as the critical factor in developing New Zealand sport.

The Taskforce observed that:

- Coaching is in need of immediate review and upgrade, as well as increased administrative support
- Standards are inconsistent and there is a lack of recognition and status for coaching
- Clearly defined coaching career paths do not exist
- The quality of coach development, education, leadership and performance is too variable
- Coaches have not had sufficient access to quality research advice, application of research in a practical context or resource information
- The critical role of coaching in elite sport has not been sufficiently recognised and supported
- Coaching lacks structured relationship networking and support structures, including at the elite level

Consultation With Key Players In Coaching

During 2003, SPARC consulted with a selection of the key players in coaching regarding their current perspectives of coaching in New Zealand. The consultation identified the following issues:

- An ineffective coach development regional delivery framework leading to inconsistent alignment between athlete and coach expertise
- The lack of a comprehensive and integrated national coach education system
- A lack of clearly defined pathways for coach development
- Inadequate coach development programmes
- No systematic management of coach development
- Coaching in schools needs to be addressed in regard to its alignment with clubs
- A need to review the role of the coaching courses being maintained by SPARC, as the current approach has resulted in a disconnection between the development process of coaches and their athletes' needs
- An emphasis on the scientific approach to coaching rather than the practice of coaching
- A need to focus on the practical application of coaching and balance 'what coaches know' with 'what coaches do'
- Limited research and use of technology for delivery and assessment in coach development

Current Coaching Activities

Since the Taskforce report and consultation process there have been improvements in the coaching environment. These include:

- Investment in
 - Coach development scholarships through the Prime Minister's High Performance Coach Scholarship programme
 - Coaching Directors
 - National Coaches
- The Carded Coach programme
- The CoachForce pilot programme
- The CoachCorp pilot programme
- The Coach Development Quality Assessment Tool
- The Coach Development Consultancy Service

Strategy Objectives

This strategy lays the foundations to create a World-Class Coaching Environment that meets the needs of New Zealand's coaches and the athletes they coach. This environment will in turn create world-class coaches.

To ensure the success of the strategy, the following three objectives must be achieved:

Objective One – More Time

Increase and improve the quality and quantity of time available for coaches to focus on coaching activities and coach education opportunities.

Objective Two – Increased Recognition and Status

Increase the recognition and status of coaches to ensure they are valued and that coaching is seen as a rewarding experience.

Objective Three – Improved Quality

Continually improve the quality of the coach education process, ensuring that coaches have ongoing pathways for further development.



Implementation Principles

The principles that will be used when implementing the strategy's game plans are used everyday by coaches.

- **Ownership** – the World-Class Coaching Environment can only be given life by coaches who accept responsibility for owning, creating, maintaining and improving the environment in which they work.
- **Simplicity** – all the key players in sport are under constant pressure. The reality of New Zealand's sporting environment is that, typically, there is too much to do and too little time to do it. With this in mind, all outcomes resulting from this strategy will be simple in their design and easy to administer and maintain.
- **Holistic** – the World-Class Coaching Environment will focus on the whole person – not just coaching components. Anything other than an holistic approach will lead to issues with coach retention, recruitment and development.
- **Outcome Focused** – all coaching activities must make a positive contribution to achieving the objectives of this strategy.
- **Continuous Improvement** – coaches have an inherent thirst for knowledge. They look beyond the results to ensure that tomorrow's performance is better than today's. Every coaching situation is a learning opportunity.
- **Partnership** – coaches, alone, do not have all the answers. Implementing the strategy's game plans will require an integrated team approach. The game plans use focussed groups comprising key players in coaching, who will leverage off each others' knowledge and experience. All those involved in coaching will understand their role and how they are contributing to achieving the objectives of this strategy.

World-Class Coaching Environment Implementation Plan

The World-Class Coaching Environment will be developed to reflect New Zealand's unique cultural and sporting environment. The environment will be supported by a co-ordinated and connected structure.

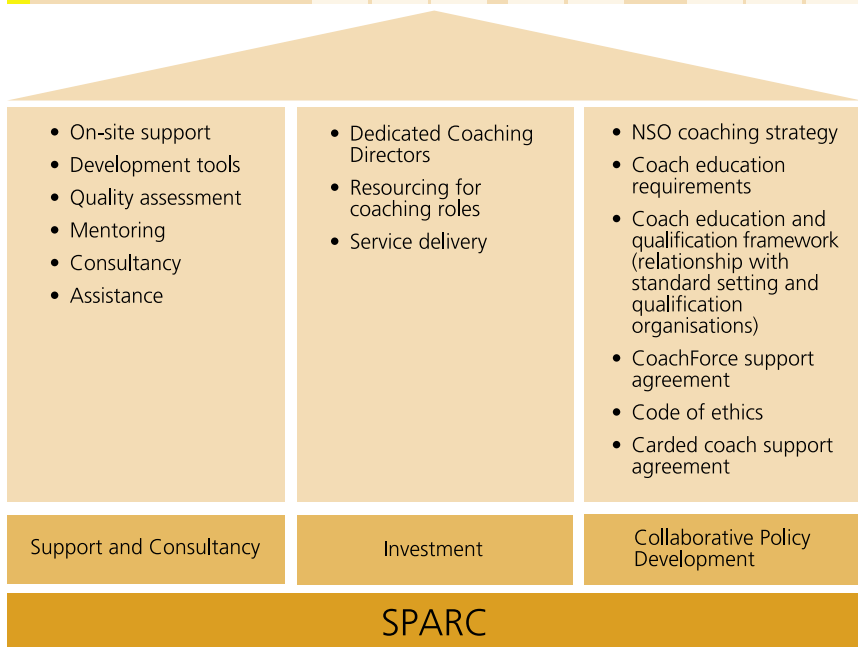
The World-Class Coaching Environment's key players are split into two groups that must move forward together. These groups comprise coaches, and those who provide support or deliver services to coaches. Each group is aligned, according to the level of athletes coached, to form coaching communities.

The coaching communities will be aligned to the stages of athlete development. The age breakdown used to define the communities along with the descriptions are indicative only.

The following diagram overviews New Zealand's desired World-Class Coaching Environment (WCCE). It highlights the coaching communities, the services/support provided, the key players, and how these are all aligned and connected.

New Zealand Coaching Environment

Coaches	Services / Support			Providers				
High Performance / Carded Coach	Support and Recognition	Coach Investment	Education and Training		NSO	NZAS		SPARC
Competitive Adult				RST	RSO		Tertiary	
Social Adult								
Late Teenage (17 - 19)							Secondary Schools	
Early Teenage (13 - 16)								
Late Childhood (9 - 12)							Primary Schools	
Middle Childhood (6 - 8)								
Early Childhood (0 - 5)							Parents	



*NSO: National Sport Organisation

Implementation Game Plans

Two complementary game plans underpin the development of New Zealand’s World-Class Coaching Environment. Implementing and maintaining the tactics associated with each game plan will ensure that the environment is created for coaches by coaches. The environment will meet coaches’ needs, along with the needs of their athletes and sports.

The following table overviews the key tactics associated with each game plan. Each tactic will help deliver the strategy’s key objectives.

Objectives	Game Plans	Tactics
More time Increased recognition and status	Building Coaching Communities	To support the development and growth of coaching communities
Improved quality	Creating the foundations of the Coaching Environment	Build sport-specific coaching strategy and development programme capability Provide resources for coaching roles Improve coach education requirements and qualifications Establish world-class coaching capability Implement support and consultancy services

Implementation Management and Communication

Implementation of the World-Class Coaching Environment will be a long-term project completed over several years. The strategy implementation will be co-ordinated by:

- A steering team
- Specialist project teams
- SPARC's Coach Support team

STEERING TEAM

Purpose

To monitor the creation and implementation of the World-Class Coaching Environment by providing direction and feedback from the perspective of the various key players. The team will be actively involved throughout the implementation of the strategy's game plans.

Membership

- Approximately eight members with nationally recognised expertise will be drawn from the coaching communities. Terms of reference will be established and the steering team will meet formally at least every six months.

SPECIALIST PROJECT TEAMS

Purpose

To promote the specific tactics within each game plan.

Membership

Small teams of relevant coaching experts. The project teams will form and disband as each specific tactic activity requires.

SPARC COACH SUPPORT TEAM

Purpose

To provide support, co-ordination, and resourcing to the project and steering teams.

Membership

The SPARC Coach Support Team was established early in 2004 and comprises four people with significant experience in national and international coaching.

On-going Sector Communication and Review

Regular communication, through progress briefings, will occur within each coaching community. These briefings will ensure on-going sector involvement in the implementation of the game plans. They will be led by the SPARC Coach Support team. Briefings will involve the following communities:

- High Performance/Carded Coaches
- Competitive adults
- Social adults
- Late teenagers (17-19)
- Early teenagers (13-16)
- Late childhood (9-12)
- Middle childhood (6-8)
- Early childhood (0-5) – ensuring alignment with SPARC's Active Movement initiative that focuses on parents as first coaches

Strategy Implementation Management					
Sector consultation on strategy & WCCE*	▶	Completed			
Confirm and publish strategy document	▶	Strategy published Feb 2005			
Steering team formation and on-going meetings	▶	Steering team was convened & met during 2005/06 and since disbanded			
SPARC Coach Support Team formation and activity	▶	Five permanent staff now employed in SPARC to implement NZCS			▶
Project teams activity	▶	Project work ongoing (see page 19)			▶
Communications update	▶	Key network established through NSO Coaching Directors & CoachForce Managers			

*WCCE: World Class Coaching Environment

Building Coaching Communities – Game Plan

Coaching communities are made up primarily of coaches and those who provide them with support or services. The coaching communities are based on the stages of athlete development. Some key players may be part of more than one coaching community. For example, coaches may coach across a range of development stages and service providers may deliver services to a range of coaches.

Active involvement of all key players in a coaching community is important to facilitate the practical transfer of knowledge, which in turn will lead to accelerated learning. Coaching quality will improve when the communities are strong and working well.

The development of coaching communities is critical to the creation of the World-Class Coaching Environment.

The coaching communities are:

- High Performance/Carded Coaches
- Competitive adults
- Social adults
- Late teenagers (17-19)
- Early teenagers (13-16)
- Late childhood (9-12)
- Middle childhood (6-8)
- Early childhood (0-5)

Elements of a successful coaching community include:

- A sense of belonging
- A common understanding
- A supportive learning environment
- Collaborative development and improvement
- Acknowledgement and recognition of coaches

Communication is at the heart of a successful and well functioning coaching community, and the following will help to maintain the communication flow:

- Meetings
- Newsletters
- Conferences
- Websites
- Key coaches and networks
- Mentoring programme(s)
- Club and school activity
- Recognition and acknowledgment awards

The coaching communities game plan will be implemented through the following:

Tactic	Project
Support the development and growth of coaching communities.	Establish coaching communities and processes for their effectiveness and growth.

Outcome

Effective coaching communities will exist to support coaches.

Development Stage:

ESTABLISH THE COACHING COMMUNITY PROJECT

To ensure the development and growth of effective coaching communities, a number of project teams made up of key players from the communities, and supported by the SPARC Coach Support team will be convened.

In each coaching community, a project team will:

1. Assess the current coaching community communication pathways
2. Establish a coaching community communication plan
3. Identify and action the tasks to improve and maintain a healthy community.



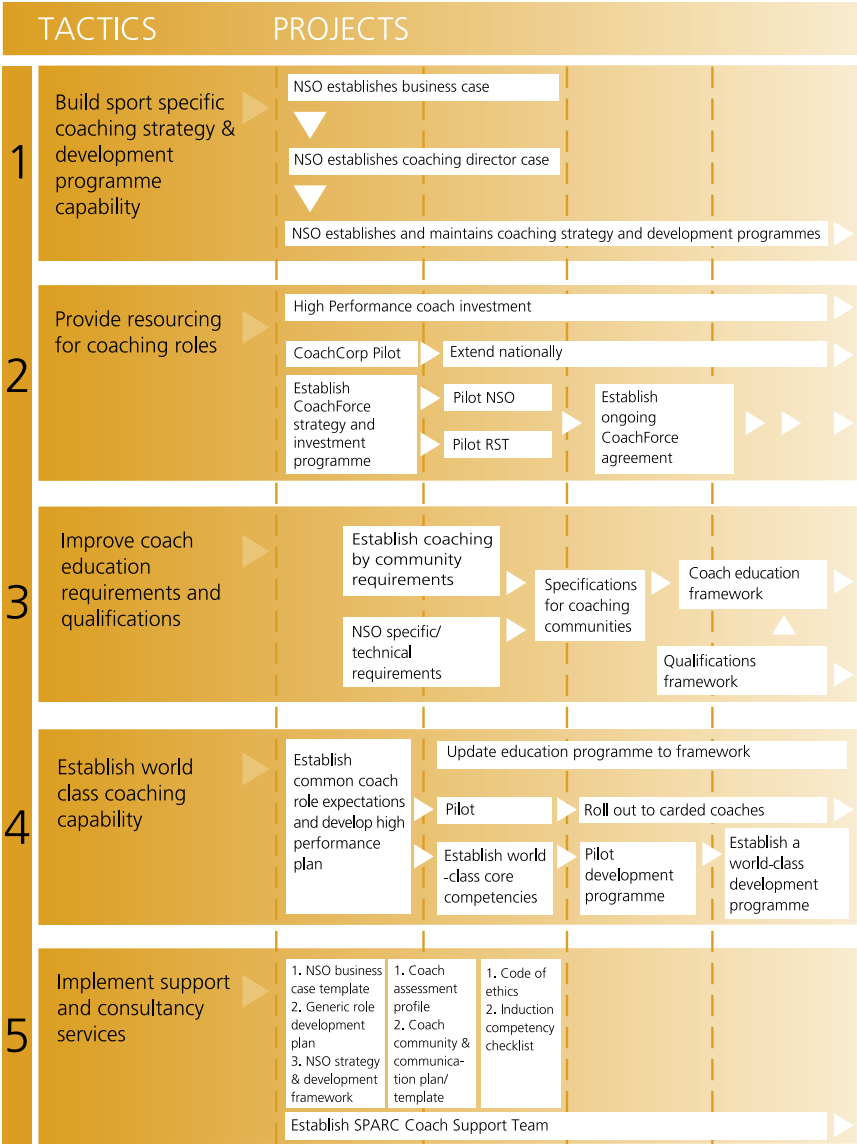
Creating the Coaching Environment – Game Plan

Achieving a World-Class Coaching Environment requires a foundation upon which coaching communities can grow. The elements of this foundation will be established through a game plan comprising five key tactics.

The tactics are to:

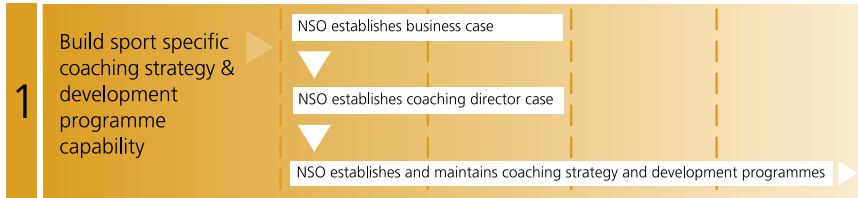
1. Build sport-specific coaching strategy and development programme capability
2. Provide resourcing for coaching roles
3. Improve coach education requirements and qualifications
4. Establish world-class coaching capability
5. Implement sector support and consultancy services

These tactics are explored further in this section.



Tactic One

Build sport specific coaching strategy and development programme capability



OUTCOME

National Sport Organisations will have dedicated Coaching Directors to drive their coaching strategy and development programmes. The programmes will be sport-specific, comprehensive, effective and aligned to this strategy.

DEVELOPMENT STAGE

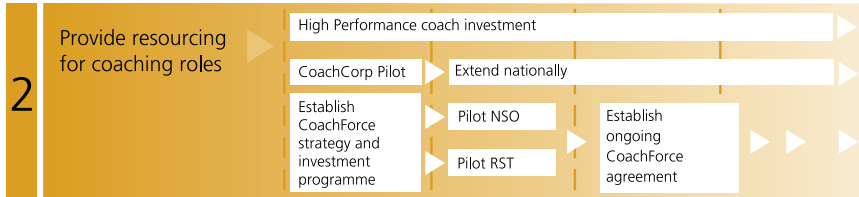
National Sport Organisation Coach Development Project

Assist sports to develop and implement a sport-specific coaching strategy.

1. National Sport Organisation secures investment to recruit a dedicated Coaching Director
2. National Sport Organisation recruits a dedicated Coaching Director
3. National Sport Organisation establishes and maintains sport-specific coaching strategy and development programmes. Sports will customise a development programme including, for example:
 - Recruitment and retention
 - Mentoring
 - Recognition
 - Education (formal and informal)
 - Pathway development
 - Succession planning

Tactic Two

Provide resourcing for coaching roles



OUTCOME

Have full time sport-specific coaches (aligned to National Sport Organisations) deployed nationwide to a level where there is significant activity and impact.

They will work at a community level to improve the sporting experiences of all New Zealanders by providing assistance in recruiting, inducting, training, retaining and deploying coaches into clubs and schools.

DEVELOPMENT STAGES

Stage One: CoachForce Project

Establish a CoachForce presence to provide an on-going resource and a development programme to meet the needs of the athletes and sports.

The successful implementation of the CoachForce model will ensure:

- More and better coaches in the community
- More people playing and enjoying sport
- A development pathway for coaches and athletes from local to national level

The process to implement this is:

1. Establish a resource strategy and investment programme to assist in the recruitment, induction and retention of coaches regionally:
 - Up to five key sports will be identified to deliver coaching regionally using the CoachForce model
 - Additionally, up to nine Regional Sports Trusts will be identified to employ at least four full time coaches. These coaches will work with the respective National Sport Organisations in regionally important codes
2. Pilot the CoachForce programme with National Sport Organisations and Regional Sports Trusts through:
 - Investment partnerships between SPARC, Gaming and Community Trusts, up to 70 full time coaches will work at the regional level
 - Each coach being tasked with delivering the coaching objectives of their National Sporting Organisation which will be aligned to this strategy
3. Validate the approach and grow the number of National Sport Organisations/ Regional Sports Trusts that have a CoachForce presence.

Stage Two: CoachCorp Project

CoachCorp is a partnership programme between sport and business that provides coaches with more time to coach. The aim is to secure time from employers to enable their staff to undertake coaching in the community. The programme is designed to realise mutual benefits to both business and sport. It is currently being piloted in Auckland City and is managed by Sport Auckland.

The process to implement this is:

1. Complete the pilot evaluation
2. Make adjustments based on evaluation findings
3. Extend the programme nationally

Tactic Three

Improve coach education requirements and qualifications



OUTCOME

To have a clear Coach Education Framework that describes coaches' development needs, ensuring they are connected to their athletes' needs. The Coach Education Framework will be supported by appropriate qualifications.

DEVELOPMENT STAGES

Stage One: Athlete Development and Sport-Specific Projects

These projects will identify the coaching communities' unique requirements in terms of athlete development, and provide the focus for reviewing and designing the Coach Education Framework.

1. Establish, by community, generic coach development needs, ensuring they meet athletes' needs and relevant social and environmental issues, for example, physical literacy and parents as first coaches
2. National Sport Organisations establish sport-specific technical requirements for coaching communities that are integrated within generic coach development needs
3. Establish and publish, by coaching community, coaching education structures and programmes

Stage Two: Coach Education Framework Qualification Project

Gain endorsement for the Coach Education Framework from appropriate qualification bodies and SPARC as an investor of service providers.

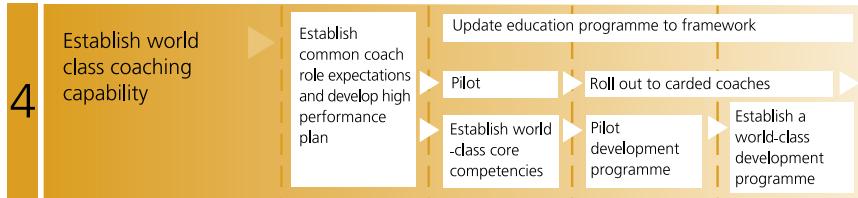
Stage Three: Review Education Programme Project

Providers review and update their education programmes in accordance with needs of the coaching communities and the Coach Education Framework.



Tactic Four

Establish world-class coaching capability



OUTCOME

Pilot the establishment of a world-class high performance coach development programme. Define the common generic coach roles, behaviours and skills. Establish a high performance coach development programme that forms the base of a world-class high performance environment. Evaluate the pilot and implement the relevant improvements to the development programmes of the remaining coaching communities.

DEVELOPMENT STAGES

Stage One: Generic Coach Development Project

Develop a coach education programme for carded coaches:

1. Develop a generic coach role expectation and development plan
2. Pilot the development programme
3. Roll out to all carded coaches
4. Integrate the education programme in the Coach Education Framework

Stage Two: World-Class Coaching Programme Project

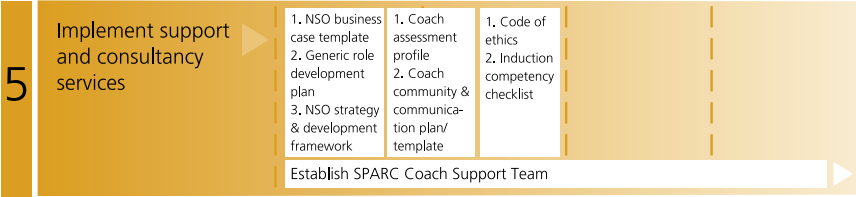
Develop a programme for expert carded coaches who are aspiring to a world-class level.

1. Establish core competencies for world-class coaches
2. Pilot the core competencies and World-Class Coaching development programme:
 - Test and refine competencies
 - Develop training and development programme requirements
 - Establish an initial World-Class Coaching development programme
3. Establish a New Zealand World-Class Coaching programme



Tactic Five

Implement support and consultancy services



OUTCOME

To ensure that all coaches, through their National Sport Organisations, have the tools, support and resources to develop and maintain a World-Class Coaching Environment.

DEVELOPMENT STAGES

Stage One: Provide Support Tools

Establish support tools in conjunction with relevant coach experts through project teams. Examples of tools that National Sport Organisations can use and customise in their relevant communities include:

- 1. Generic coach job description, performance review and development plan template
- 2. Sport coach strategy and development programme
- 3. Code of ethics
- 4. Coach induction checklist
- 5. Coach assessment profile
- 6. Coaching community and communication approach template

Stage Two: Establish SPARC Coach Support Team

Establish a competent support team that can provide key players in coaching with support, advice and consultancy that assists in the realisation of the World-Class Coaching Environment.



Appendix One

– Key Players

New Zealand's key players in coaching:

- All Coaches – from early infant through to high performance
- National Sport Organisations and their related bodies (Regional Sports Organisations, clubs)
- Secondary Schools
- Primary Schools
- Sport participants/athletes
- SPARC
- New Zealand Academy of Sport network
- Regional Sports Trusts
- Coach Educators from tertiary institutions

Appendix Two

– Current Activities

CoachForce

CoachForce will provide a delivery mechanism for this strategy. It will consist of a number of sport-specific coaches deployed nationwide who will implement their sport's coaching strategy. SPARC will work with National Sport Organisations to enhance each sport's national programme and ensure that all coaching strategies align with, and contribute to, this strategy.

CoachForce will be nationally driven and regionally implemented. CoachForce resources will be allocated where they will have the greatest effect. All regions will work together to ensure an enhanced national coaching programme, and regions will benefit from participating in a national programme with the attendant exposure and support.

Carded Coach

The purpose of the carded coach programme is to remove the constraints faced by high performance coaches, achieved by defining the specific requirements of each coach and understanding the expectations of their National Sport Organisations.

The relationship with carded coaches, along with the delivery of service, is managed by the New Zealand Academy of Sport network.

Coaching New Zealand (CNZ) – Getting Started, Levels 1 – 3

SPARC is maintaining these coaching programmes. They cover four levels of development, from getting started through to high performance. Coaches involved in the programme gain improved coaching knowledge, and increased status which results in long-term benefits for coaches, athletes and sports. These courses focus on generic coaching principles and seek to complement sport-specific programmes offered by National Sport Organisations.

As noted in this strategy a perceived weakness of the current programme is that it is not directly related to the requirements of athletes/participants and therefore does not adequately service the needs of coaches.

Coach Development Assessment Tool

The purpose of the assessment tool is to provide insight into the capability of coach development and education programmes within National Sport Organisations. This ensures that the delivery of coaching development is accessible to all coaches. The objective of the assessment tool is to improve the standards of coaching available to all New Zealanders, while using performance measures to drive improvement and innovation.

Prime Minister's High Performance Coach Scholarships

The New Zealand Academy of Sport offers two levels of scholarship to assist high performance coaches. Scholarships are annual and must be completed within the calendar year.

The scholarship's aim is to provide high performance coaches with a further opportunity to develop the skills and experience necessary to become world-class high performance coaches.

There are two levels of scholarship:

- \$50,000 + GST
- 'Up to' \$10,000 + GST





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