



Llywodraeth Cynulliad Cymru
Welsh Assembly Government

WELSH ASSEMBLY GOVERNMENT

COACHING PLAN FOR WALES

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INTRODUCTION

1. Coaching, teaching, leadership and instruction play a vital part in ensuring that young people are attracted into sport and remain as participants. Ensuring a broad range of participation, developing a portfolio of skills in young people are vital elements of the Welsh Assembly Government's desire to see physical literacy rank alongside numeracy and literacy in the life of the people of Wales. Increased physical activity is a central plank of the Minister's desire to see sport contribute to significant health improvements.

BACKGROUND

2. Coaching is central to the development of sport at every level. "Climbing Higher" will influence the development of coaching over the next 10 years, for example:-
 - 2.1 an increase in after-school sport and inter-school competition stimulated by initiatives such as Dragon Sport and Secondary School Sport such as Girls First. These will create an increased demand for 'sessional' coaches on school sites;
 - 2.2 a growing demand for more volunteer coaches at the grassroots level of sport, especially clubs, to work with young people;
 - 2.3 a growing number of national governing bodies (NGBs), with clearly defined talent development pathways requiring increased commitment and skills from coaches at local, regional and national level to work with talented and gifted young people;
 - 2.4 a more structured approach to elite sport creating the need for full-time coaches working alongside full-time athletes;
 - 2.5 a growing pressure to improve access to the 'coaching profession' from groups that are significantly under represented at the present time;
 - 2.6 an increase in sports programmes designed to tackle wide social issues (crime and disorder, health, youth engagement and social exclusion) that require coaches with specific 'people' skills;
 - 2.7 a considerable increase in the demand for more opportunities for participation in active recreation particularly informal and health related exercise for which there is a significant shortfall in trained instructors.
3. The increasing use of sport in a wide variety of situations outside the sport specific environment is creating a greater need for people with a sports leadership or sports instruction qualification not just a coaching award. Sports leadership can also be a first step on the coaching pathway and the use of the award in a school environment can contribute to the development of a volunteering culture.
4. Work is being undertaken in partnership with the British Sports Trust (BST) to deliver the Community Sports Leaders Award and the Basic Expedition Leaders Award. This work needs to be expanded into the more deprived communities working with non-sport community groups. References in this paper to local delivery of coach education and deployment of volunteer coaches also refer to sports leadership.
5. Currently SCW invests £750,000 p.a. of Lottery income in its Coach Cymru programme and this enables governing bodies to employ national and regional coaches. In addition £62,000 is allocated to:
 - 5.1 deliver a programme of generic coach education;
 - 5.2 educate and support course tutors;
 - 5.3 provide professional coaches with continuous professional development;
 - 5.4 finance a visiting coaches programme;

5.5 organise 'Coach of the Year' awards.

All other coaching investment is self financing. This paper makes a case for increasing the investment in coaching in Wales.

AIMS OF THE PLAN

6. To increase the number of coaches, leaders and instructors both voluntary and professional deployed in Wales.
7. To improve the quality of coaching in Wales by increasing opportunities for education, training and qualification.

OBJECTIVES

Coach Development

8. To support governing bodies in Wales with the development and implementation of the proposed National Coaching Certificate.
9. To improve the sports coaching skills of teachers.
10. To increase the number of generic and sports specific education opportunities for coaches and improve accessibility especially for volunteer coaches.
11. To increase the opportunities for women and girls to receive coaching.
12. To increase the number of coaches able to operate through the medium of Welsh by ensuring the provision of resource material in both languages and the recruitment of trainers to deliver coach education in Welsh.
13. To provide national coaches with opportunities for continuous professional development.
14. To provide coaches of elite athletes with annual scholarships which provide finance and other support to enable them to continue with their coaching and their personal development.

Coach Deployment

15. To increase the number of opportunities for the employment of coaches working in the community.
16. To increase the number of women coaches and coaches of people with disabilities in Wales.
17. To pilot initiatives which create opportunities for senior school pupils and FE/HE students to be recruited into coaching.
18. To increase the recruitment and development of new leaders and support and encourage their transition into coaching

Management

19. To establish a unit with a specific focus on the development of coaching and coaches in Wales.
20. To establish a network of coach development officers.

21. To ensure that the demand for coaching and the supply of coaches is better managed.
22. To ensure that governing bodies and their coaches maximise funding opportunities by working with partners such as Skills Active Wales.
23. To ensure, where appropriate, that developments in Wales are linked to and in line with developments across the United Kingdom by working closely with sportscoach UK.

Profile of Coaching

24. To raise the profile of coaching in Wales, for example, by:-
 - 24.1 organising local and national coach of the year awards (using the Minister and other politicians to present awards);
 - 24.2 ensuring the Minister presents the annual Coach Scholarships awards.

TARGETS

25. More than 1,500 teachers will be provided with training annually to help them deliver sport in schools.
26. More than 1,000 volunteers will be provided with education/training annually to enable them to provide extra curricular sports in schools.
27. More than 5,000 sports specific education/training opportunities will be provided to coaches on an annual basis in Wales.
28. More than 12,000 coaches will be registered with governing bodies.
29. At least six NGBs will be able to deliver coach education courses through the medium of both Welsh and English.
30. At least 20 governing bodies will be providing opportunities for coaches in their sports to gain the National Coaching Certificate by 2006.
31. £400k will be invested to increase the number of coaches employed in Wales.

THE NEED FOR INVESTMENT IN COACHING

32. There are two distinct areas that require investment if Wales is to move coaching forward. These are coach development (initial education, training, continuing professional development, assessment and qualification of coaches) and coach employment and deployment (the recruitment and deployment of coaches).

Coach Development

33. Coach development in Wales is variable in quantity and quality. Each national governing body of sport is responsible for the development of training courses, the assessment of their coaches and the issuing of qualifications. Through the sport and recreation sector skills council, Skills Active, a national qualifications framework has been developed but there has been no consistent, funded implementation strategy, so it has been implemented in a piecemeal way. Since 1984 sportscoach UK (formerly the National Coaching Foundation) has developed and made available core (generic) coach education courses and resources for coaches from all sports at all levels. They have advocated the adoption of generic material (sports science, sports medicine and sports pedagogy) but there has been no requirement for governing bodies to adopt this material.

34. All this has resulted in an inconsistent coach education and qualification programme that is confusing to coaches, employers and ‘customers’. There is no equivalence of qualifications across sports and no consistency in assessment procedures. This in turn has resulted in the lack of a recognisable professional framework and poor public recognition of the value of coaches. Other countries have a much more clearly defined set of standards (five levels) to which all sports work and many have a central licensing scheme that provides a nationally monitored system.

Coach Employment and Deployment

35. Coach deployment both in Wales and the UK generally is well behind other countries in the world. There are very limited opportunities for coaches to be employed on a full-time basis at local, regional or national level. Local authorities have been one of the biggest employers of coaches at community level but many of these are part-time or sessional. In a few sports in Wales (rugby and soccer) coaches are employed by professional clubs and in others coaches are largely self-employed (tennis and golf). However, there is no consistent pattern of employment and no clearly defined career pathway for coaches.
36. The vast majority of sports coaches are volunteers and many are lost to sport as the requirement to earn a living from another occupation takes precedence. Also, as the demands of performance sport have increased, the pressure on volunteer coaches has also increased, causing many of them to drop out of coaching at the higher levels. Recruiting volunteers to come into coaching is difficult as the profile and remuneration of coaches is not high and people do not know how to access the information and qualifications to get started.

PLAN

National Coaching Certificate

37. It is intended to financially support those national governing bodies who will be responsible for implementing the UK National Coaching Certificate in Wales with support from scUK (£50,000 per annum) and Skills Active Cymru (£25,000 per annum). Key proposals :
- 37.1 that a national certificate of coaching (NCC) is developed at five levels. This will be set against the national standards and in due course will be adopted by NGBs;
 - 37.2 the implementation of this will be led by sports coach UK who will support NGBs to develop their systems in line with the national standards and quality assure the process. The delivery of training will be through NGBs, further education, higher education and the University for Industry;
 - 37.3 the NCC framework will be centrally driven but will allow NGBs ownership and control of technical content and a range of options in relation to management and delivery.
38. Sportscoach UK will provide the technical support to NGB’s in Wales in order to ensure the development of the NCC within their coach education schemes. Over the years SCW and scUK have worked closely and successfully in similar ventures in the coaching field.

Profile/Recruitment

39. The profile of coaching needs to be raised to support a recruitment campaign – “Come into Coaching”. The profile and campaign needs to focus on the value of volunteers with perhaps a sort of “men (and women) behaving brilliantly” strap line. The cost of this is envisaged at around £85,000 per annum. Without volunteers/coaches sport in Wales does not exist. Local community sports clubs which are not doing so well, particularly with juniors, often have poor coaching provision and vice versa. Governing bodies with growth trends and countries with high per capita participation have community sports clubs which have grown on the basis of a healthy coaching

culture, where the coach is important, valued, rewarded and the stock of coaches is continuously added to, leading to large numbers participating in a positive environment. Community sports clubs are crucial to sustainable sports development and coaching is crucial to community sports clubs.

40. With a powerful and ongoing Welsh media campaign, the championing of the role of the coach and volunteers as an integral part of our culture will help create the image of Wales as a positive place to live. To help achieve this SCW will appoint someone who is easily able to attract and negotiate with the media. This individual will be able to work independently and will give direction and leadership to coaching in Wales. He/she will be backed up with a team of officers. A campaign to increase the profile of coaching and to promote the recruitment of volunteers will be developed.

Local Coach Employment – Community Coaches

41. There are too few professional coaches active in the country. There are limited employment opportunities for coaches to develop coaching as a career. The limited numbers result in limited capacity to provide the quantity and quality of coaching necessary. Lack of employment opportunities leads to lack of professional development of coaching and consequently major loss of opportunity to raise coaching levels.
42. The statistics on current coaching deployment are also poor. Coaches are employed by agencies such as local authorities, individual clubs, national governing bodies, private fitness centres etc. However, there is no single agency that has the task of collecting national statistics on the number of coaches employed part-time and full-time and good data is not available on current deployment patterns.
43. There is a need significantly to increase the national pool of professional quality coaches. This need goes hand in hand with the need to stimulate career development for coaches and coaching. As part of a structured approach to coaching there is a need to increase massively local employment opportunities for coaches. The most likely partners in Wales are local authorities and in a few instances regional sports associations. Partners would need to demonstrate how they would link with governing body coach education and development plans together with their talent development programmes.
44. The new coach employment opportunities will, in particular, create increased participation and improved opportunities for women and girls. The cost of the scheme is envisaged at around £400,000 per annum. This scheme will also play an important role in identifying those individuals able to deliver coach education through the medium of Welsh. To support this work, material needs to be translated and provided through the medium of Welsh (cost £48,000 per annum). Priority will be given to those localities where need is greatest.

Regional Talent Development Coaches

45. Talented young performers are often 'lost' to sport because they are not identified effectively, are poorly coached and are provided with few support services. Greater investment is needed to provide sports with the capacity to improve the quality of coaching for talented young performers at regional level. Children with talent are often logistically disadvantaged because they are unable to access the coaching and competition they require near to home. This applies, in the main, to areas of north, mid and west Wales. To overcome these difficulties, they (and their parents) are often required to travel significant distances, several times a week, and this can often have an adverse effect on their education and their sport as well as their family lives. There is a need to establish a network of paid coaches (full-time/part-time) who are specifically tasked to identify and develop talent within specific localities.

46. It is proposed that a selected number of sports are funded to support the employment of regional talent development coaches. It is envisaged that this programme will be part of a Phase II proposal once other work has been initiated as a priority. There is a need to identify and agree the sports to be included in the second phase. The budget in the appendix envisages a start date after 1 September 2005.

Coaching Unit for Wales

47. The proposals to increase radically the numbers of coaches operating at local and regional level highlight the need to focus attention on the local recruitment, education, qualification, employment, deployment, training and management and development of coaches. At present the support mechanisms to address these key issues are limited through the lack of an effective and co-ordinated structure at local level.
48. To assist in delivery and particularly to improve the initial training and continuing professional development of coaches it is necessary to create a small team of Coaching Development Officers (CDOs) employed nationally but deployed locally to provide a greater and consistent focus on coaching development at regional level and to assist and support regional partners with strategic planning, implementation and management of coach development.
49. The role of the CDOs will essentially be generic rather than sports specific. They will work with local partners and other agencies to co-ordinate a programme of training and developments across their area working closely with governing bodies, FE and HE institutions. It is proposed that three CDOs are employed one based in the North, one in the West and one in the South East Wales. Their constituencies will be based on the three SCW regions. In addition a manager will need to be appointed to ensure national co-ordination of the regional plans and to work and influence national governing bodies in Wales. A key role for the manager will be to ensure that governing bodies better manage their coaching staff - national coaches and those responsible for coach development. Governing bodies have a history of problems related to the management of coaching staff and their contracts. These issues and problems have become more acute recently as a consequence of the introduction of new legislation related to fixed term contracts. The unit will also include a sports coach UK appointment - Coach Education and Development Manager for Wales. This employee will lead on the development of the National Coaching Certificate. The other CDOs will have a much wider remit.
50. The Coaching Unit (full year cost of £150,000) will be responsible for:
- 50.1 supporting the implementation of the National Coaching Certificate in Wales;
 - 50.2 helping governing bodies and their coaches to access funding for education and training by working closely with partners such as Skills Active Wales and the British Sports Trust;
 - 50.3 working closely with sportscoach UK on the NCC and other UK wide developments. For example, by developing training opportunities specifically to meet the needs of teachers;
 - 50.4 ensuring that there is good coaching co-ordination and integration with a range of other programmes, for example, Dragon Sport and Physical Education and School Sport;
 - 50.5 establishing initiatives to increase the number of female coaches in Wales;
 - 50.6 prioritising and coordinating the development of coach education materials in Welsh
 - 50.7 piloting programmes to maximise the potential of student coaches;
 - 50.8 providing a programme of continuous professional development for national coaches in Wales;
 - 50.9 establishing a coach scholarship scheme for non professional coaches of elite athletes;
 - 50.10 helping governing bodies to better manage the supply and demand for coaches;
 - 50.11 managing the funding/grant aiding of national coaches in Wales (lottery funded);
 - 50.12 establishing and implementing a programme for increasing the number of regional/local coaches in Wales;
 - 50.13 establishing a forum for full time professional coaches in Wales;

- 50.14 developing a programme to increase the number of coach tutors in Wales;
- 50.15 managing and administering a visiting coach support programme;
- 50.16 managing and administering annual coach of the year awards (local and national);
- 50.17 ensuring that materials are available bilingually from the outset and that the principles of mainstreaming the Welsh language into coaching occur.

Professional Coaches Forum

- 51. A forum for professional coaches will be established. Full time professional coaches will be invited to participate regardless of who employs. The Forum will set its own agenda. SCW will provide appropriate support, for example, administration and funding for training initiatives.

National Coach Employment

- 52. SCW will continue to financially support governing bodies to employ national coaches (lottery funded) and the new coaching unit will ensure that they are better managed and better supported to enable them to be as effective as possible.

Administration

- 53. Administration of coach programmes is sometimes poor. A new prospective coach recruited might have to wait several months for an appropriate course, or worse still, might be required to travel significant distances. This situation may become more acute with increased demand made on governing bodies as a consequence of Dragon Sport and other school sport initiatives. A number of different solutions are identified and it is considered that a flexible approach be adopted, for example:-
 - 53.1 increase support for governing bodies to improve their administration, for example, the Cricket Board of Wales would like to employ a course administrator - this would improve the service to volunteers and release development staff time to focus on increasing participation;
 - 53.2 the proposed appointment of a team of coach development officers will be able to ensure that supply and demand issues are appropriately managed;
 - 53.3 Skills Active learning centres could be used to undertake the administration of coach education courses - particularly for those sports who do not recruit sufficient coaches to justify increased administration investment.
- 54. The cancellation of courses is of great concern and frustration to those involved in recruitment and, of course, those preparing to attend courses. The problem is most acute in areas away from south east Wales. The reason most often quoted is financial viability if numbers recruited are low. Clearly, this is unacceptable. Recruiting five coaches in a rural area may often be the equivalent of recruiting 20+ in an urban locality, and the value of the five coaches recruited is much greater than the financial loss on the particular course. It is proposed that it becomes a condition of grant in aid that courses are not cancelled because of financial viability.
- 55. Increased demand is going to require more tutors to deliver courses at all levels. Governing bodies will need to be resourced to recruit and train more tutors and, in particular, will be encouraged to link with FE and HE Institutions. There will be a particular challenge in recruiting Welsh speaking trainers as well as coaches. However, with the structure proposed above, supplemented by the provision of resource material, this is not considered to be an insurmountable problem. The cost of this scheme will be approximately £100,000 per annum.

Outdoor Activities

56. The Basic Expedition Leadership Award (BELA) is currently a 90 hour module with extensive log book requirements. This needs to be broken down into more achievable parts if it is to attract a significant number of individuals to enrol upon it. This will be crucial if the Minister's vision of an 'active environment' is to be achieved. A new syllabus needs to be piloted which would then fill a gap below the BELA; cost is envisaged to be around £30,000 per annum.
57. Key partners in a pilot outdoor activity forum involving Bangor University, Plas y Brenin, Plas Menai, Sports Council for Wales, Gwynedd, Conwy and Anglesey are pursuing vocational training and community access to outdoor leadership. This work is needed to engage more community volunteers in encouraging the use of the natural environment. If this scheme is successful following an evaluation, it could be rolled out to other areas. The cost of the pilot is envisaged to be £30,000.

SUMMARY

58. It is important to recognise that this plan is only in outline and the development of a more substantive document will be the first task for the proposed Manager of the coaching programmes. Their first task will be to establish in more detail how:-
 - 58.1 the profile of coaching will be enhanced;
 - 58.2 recruitment will be promoted;
 - 58.3 local and regional employed coaches will be deployed;
 - 58.4 coaching development officers will be utilised;
 - 58.5 professional coaches will be supported;
 - 58.6 administrative support will be provided.

GJD/AHC
5 July 2004

FINANCE

	<u>2004/05</u>	<u>2005/06</u>
<u>Profile</u>		
Media recruitment campaign	-	£85k
<u>Local Coaching</u>		
Local authorities are likely to be the main partners A range of initiatives need to be implemented according to local needs, e.g. the employment of full and part time coaches, maximising the potential of student coaches. Partnership contributions should double the value of the proposed investment.	-	£400k
<u>Regional Talent Development Coaches</u>		
Phase II to commence in September 2005 subject to a further proposal.	-	£200k
<u>Coaching Unit for Wales</u>		
Four full time posts	£60k	£150k
Welsh Translator	£10	£30k
Resource Material (Welsh)	-	£18k
sports coach UK post	£25k	£50k
<u>National Coaching Certificate</u>		
In the short term, most costs will be incurred at a UK level. Some governing bodies will need to modernise their resources and work on compatibility with the other home countries.		
Governing body grant aid	£225k	
Skills Active Support	£25k	£250k
	£250k	
<u>Administration</u>		
Improving coaching/course administration via a range of mechanisms	£20k	£100k
<u>Community Sports Leadership</u>	£15k	£80k
<u>Outdoor Activities</u>		
'Snowdonia' Pilot	£30k	£30k
Pre-BELA Pilot	£30k	£30k
<u>Evaluation</u>	-	£30k
Total	<u>£350k</u>	<u>£1453k</u>