

**THE UK COACHING
FRAMEWORK**

EXECUTIVE SUMMARY

A 3-7-11 Year Action Plan

THE UK
COACHING
FRAMEWORK

Inclusive statement

'This document, through its inclusive vision, aims to ensure that activities and services are available to all sections of the community regardless of their gender, race, disability, age, religious or political belief, sexual orientation, social background or ethnic origin, and are as such included in all references to children, players, athletes, participants and coaches. It is recognised that in some cases, particularly children and disabled people, the need for equality may require unequal effort to ensure that the principle of equality is achieved. Where specific actions relate to disabled people or their coaches only, the term disabled people will be employed.'

Acknowledgements

The UK Coaching Framework has been developed following an extensive consultation process with the sports industry that includes children, players, athletes, adult participants, governing bodies, Home Country Sports Councils, government departments and agencies, local authorities, equity groups, British Olympic and Paralympic Associations, child protection agencies, Association for Physical Education, further and higher education, Youth Sport Trust, UK Sport, SkillsActive, county sports partnerships (England), the sports coach UK Group including Coachwise, the private sector and other interested groups and individuals. The outcomes of the consultation process will be published in a separate document.

The UK Coaching Framework was formally endorsed at the 2nd UK Coaching Summit in April 2007, which was attended by the following sports:

American Football	Golf	Sailing
Angling	Gymnastics	Snowsports
Archery	Hockey	Squash
Athletics	Judo	Swimming
Badminton	Ju Jitsu	Table Tennis
Basketball	Lacrosse	Taekwondo
Boxing	Netball	Tennis
Canoeing	Orienteering	Triathlon
Cricket	Rounders*	Volleyball
Cycling	Rowing	Weightlifting
Equestrian	Rugby League	Wrestling
Football	Rugby Union	

*Not in attendance but engaged in developments.

Sports are currently engaged in a sign-up process to adopt The UK Coaching Framework as their reference when developing their coaching systems.

The development of the document has been guided by a Policy and Funders Group, the current membership of which is as follows:

Chair: Dr Patrick Duffy, Group Chief Executive Officer, sports coach UK
Ms Helen Davey, UK Coaching Framework Programme and Policy Director, sports coach UK
Mr Billy Bell, **sportscotland**
Mr Rob Burles, Department for Culture, Media and Sport
Mr Jim Clarke, Sport England
Mr Jerome Dawson, Department of Culture, Arts and Leisure (Northern Ireland)
Mr Gary Henderson, Governing Body of Sport Interim Coaching Advisory Group
Ms Jo Heuze, Sports Council for Wales
Mr Tim Lumb, Governing Body of Sport Interim Coaching Advisory Group
Ms Pat Morrison, Scottish Government Health Improvement Directorate, Sports Division
Mr Emyr Roberts, UK Sport
Ms Jill Poots, Sport Northern Ireland
Mr Stephen Studd, SkillsActive
Mr Steve Woodfine, Sports and Active Wales, Welsh Assembly Government Secretariat: Ms Karen Howe and Ms Caroline Rafferty, sports coach UK

The following also contributed to the Policy and Funders Group:

Mr Stephen Baddeley, Sport England; Mr Mark Frost, Sports Council for Wales; Mr David Gent, Sport England; Mr Vlad Ivic, Programme Manager, sports coach UK; Mr Peter Keen, UK Sport; Ms Linda Low, **sportscotland**; Ms Liz Nicholl, UK Sport; Mr Colin Pearson, **sportscotland**; Mr Jon Roberts, sports coach UK; Mr George Wood, Sport England

The UK Coaching Framework has been formally signed off by the Board of sports coach UK. sports coach UK will lead the implementation of The UK Coaching Framework. The members of the Group Board of sports coach UK are:

Mr Ian McGeechan OBE (Chair)
Mr Derek Taylor (Vice-Chair)

Mr Nick Bunting
Ms Heather Crouch
Ms Jocelyn Hoyte Smith
Mr Tim Lewis
Mr Dick Palmer
Ms Bev Smith
Mr Mark Taylor
Mr Andy Worthington

Group Chief Executive Officer: Dr Patrick Duffy
Group Deputy Chief Executive (Business and Finance): Dr Tony Byrne
Secretary: Ms Karen Howe

**THE UK COACHING
FRAMEWORK**

**EXECUTIVE
SUMMARY**

© The National Coaching Foundation, 2008

THE UK
COACHING
FRAMEWORK

This document is copyright under the Berne Convention. All rights are reserved. Apart from any fair dealing for the purposes of private study, research, criticism or review, as permitted under the Copyright, Designs and Patents Act 1988, no part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, electrical, chemical, mechanical, optical, photocopying, recording or otherwise, without the prior written permission of the copyright owner. Enquiries should be addressed to Coachwise Business Solutions.

sports coach UK is the brand name of The National Coaching Foundation and has been such since April 2001.

Coachwise Editor: Craig Smith

Coachwise Designer: Matthew Dodd

Photographs © Alan Edwards unless otherwise stated



sports coach UK
114 Cardigan Road
Headingley
Leeds LS6 3BJ
Tel: 0113-274 4802
Fax: 0113-275 5019
Email: coaching@sportscoachuk.org
Website: www.sportscoachuk.org
Patron: HRH The Princess Royal



Published on behalf of sports coach UK by
Coachwise Business Solutions
Coachwise Ltd
Chelsea Close
Off Amberley Road
Armley
Leeds LS12 4HP
Tel: 0113-231 1310
Fax: 0113-231 9606
Email: enquiries@coachwisesolutions.co.uk
Website: www.coachwisesolutions.co.uk

sports coach UK will ensure that it has professional and ethical values and that all its practices are inclusive and equitable.

EXECUTIVE SUMMARY

Introduction

Sports coaching is central to developing, sustaining and increasing participation in sport. It drives better performances and increased success as well as supporting key social and economic objectives throughout the UK. At all levels of society, coaches guide improvement in technical, tactical, physical, mental and lifestyle skills, contributing to personal and social development. The London 2012 Olympic and Paralympic Games and the Glasgow 2014 Commonwealth Games present exciting challenges for sport in the UK. Coaching will play a pivotal role in the UK and home-country performances in order to be world-leading and, further to that, if we are to create a lasting UK-wide legacy for sport and coaching.

In this context and in cooperation with its policy, funding and sporting partners, sports coach UK was tasked to develop The UK Coaching Framework. This process built on the UK-wide progress made to date (reflected in *Game Plan: The Coaching Task Force Report, Reaching Higher, Climbing Higher* and the emerging sport strategy for Northern Ireland).

An extensive consultation process was undertaken prior to the formulation of The UK Coaching Framework. This led to key elements of the document being endorsed at the 1st UK Coaching Summit in Grantham on 26 and 27 April 2006¹. Further consultation took place up to August 2006, leading to endorsement of The Framework at the 2nd UK Coaching Summit in April 2007.

THE UK
COACHING
FRAMEWORK

“At all levels of society, coaches guide improvement in technical, tactical, physical, mental and lifestyle skills, contributing to personal and social development”

“a reference point for change”



Figure 1: The UK Coaching Framework main elements

VISION

The vision of The UK Coaching Framework is to:

- create a cohesive, ethical, inclusive and valued coaching system where skilled coaches support children, players and athletes at all stages of their development in sport
- become world number one by 2016.

PHASES

Building towards this vision The UK Coaching Framework will be implemented in three main phases*:

Building the Foundations

3 years – 2006–2008

Delivering the Goals

7 years – 2006–2012

Transforming the System

11 years – 2006–2016

* Each phase will end in March of the financial years 2008/2009; 2012/2013 and 2016/2017

STRATEGIC ACTION AREAS

THE UK COACHING FRAMEWORK

Five Strategic Action Areas supported by 12 Specific Actions have been identified:

The UK Coaching System

Specific Action 1: The UK Coaching Model

Specific Action 2: Participant pathways

Specific Action 3: Coach pathways

Specific Action 4: Coaching strategies

Front-line coaching

Specific Action 5: Active, skilled and qualified coaches

Specific Action 6: Coaching in education

Support for coaches

Specific Action 7: Coaching support and system delivery

Specific Action 8: Targeted development of coaches

Specific Action 9: Coaching qualifications and continuous professional development (CPD)

A professionally regulated vocation

Specific Action 10: Licensing and registration

Specific Action 11: Profile and recognition of coaching

Research and development

Specific Action 12: Research and development

Strategic Action Areas and Specific Actions are for each home country and sport to determine and adapt in line with their needs and priorities.

Great sport needs skilled coaches to work at each developmental stage of children, players and athletes, working as ‘process leader’ (see Figure 3, Appendix 1).

The needs of children, players, athletes and disabled people are central to great coaching (see Figure 3, Appendix 1).

See Table 1 for more details of Strategic Action Areas.

Table 1: Strategic Action Areas

Strategic Action	Specific Action
The UK Coaching System	1: The UK Coaching Model Develop a Coaching Model to provide clear direction and a strategic framework for coaching policy and practice in the UK (see Figure 2). 2: Participant pathways Set out and implement a clear, comprehensive and inclusive model for the long-term development of sports participants across the UK. 3: Coach pathways Set out and implement a clear, comprehensive and inclusive model for the long-term development of coaches across the UK. 4: Coaching strategies Set out and implement sport-specific coaching strategies at UK, national, regional and local levels.
Front-line Coaching	5: Active, skilled and qualified coaches Recruit and retain qualified coaches with the skills to coach inclusively at each phase of the participant pathway. 6: Coaching in education Maximise the role of coaching in the education sector.
Support for Coaches	7: Coaching support and system delivery Establish effective education, delivery systems and resources supporting the development of coaches and the coach education workforce in the context of the UK Coaching Certificate and effective CPD programmes. 8: Targeted development of coaches Establish appropriate systems to identify, train, qualify and support quality coaches for specific sport populations. This should commence with coaches of high-performance athletes, talent-identified athletes, children and coaches of disabled people. 9: Coaching qualifications and CPD Develop coaching qualifications, CPD and specialist qualifications linked to the pathway phase/target group/disability. Commence with inclusive coaching of primary-aged children.
A Professionally Regulated Vocation	10: Licensing and registration Set out and implement the steps needed to establish coaching as a professionally regulated vocation recognising volunteer and part-/full-time roles. As a first step conduct a detailed feasibility study on the licensing and registration of coaches. 11: Profiling and recognition of coaching Conduct a sustained, long-term campaign to raise the profile and recognition of coaching at all stages.
Research and Development	12: Research and development Implement an ongoing research and development programme into participant and coach pathways, coaching quality and expertise and coaching interventions, programmes and resources.

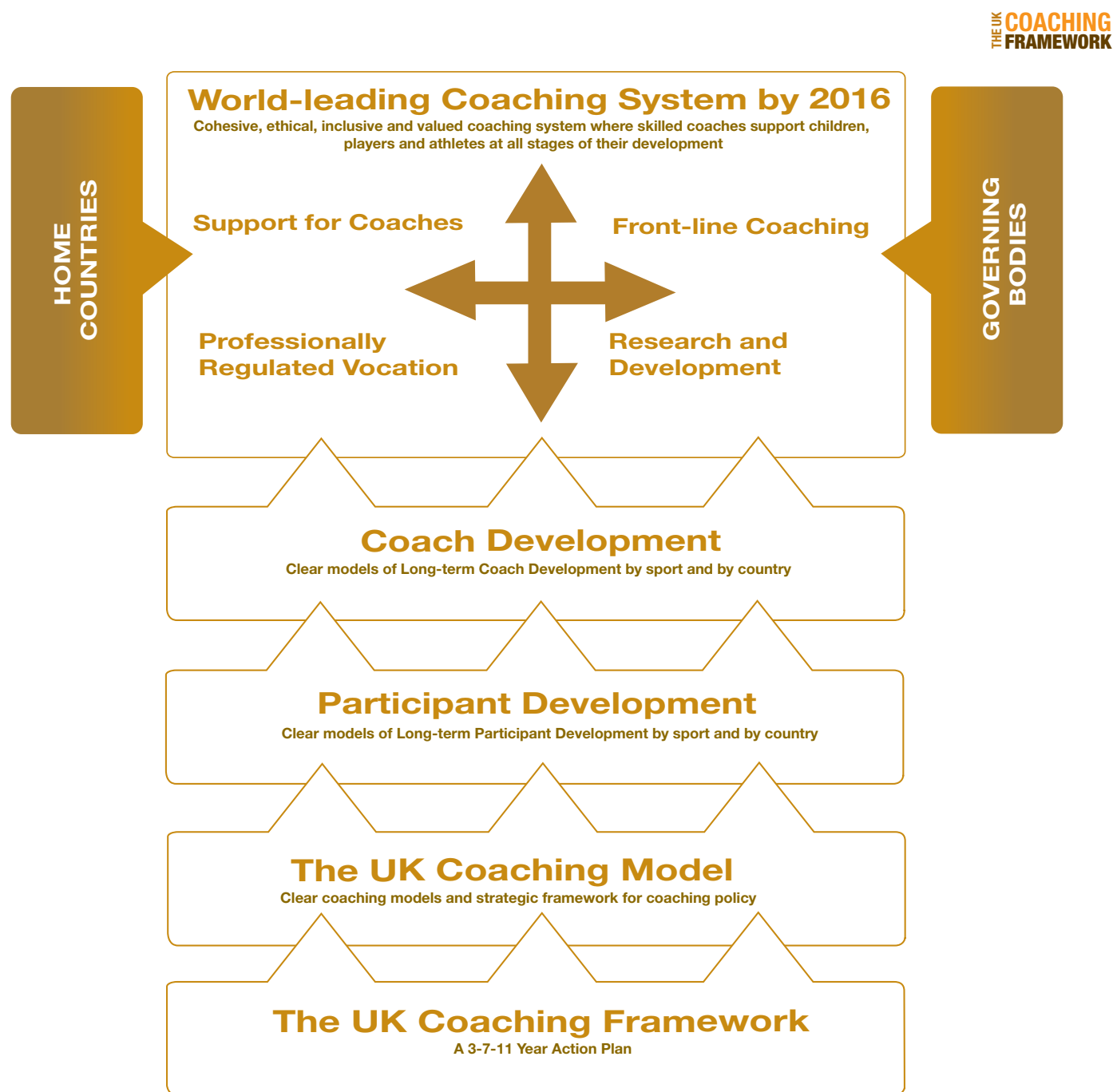


Figure 2: The UK Coaching Model

OUTCOMES

The UK Coaching Framework will:

- enhance the quality of coaching at all stages
- provide active, skilled and qualified coaches to meet demand.

This will lead to:

- sustained and increased participation
- improved performances in sport underpinned by clear career structures for coaches within
- a professionally regulated vocation.

KEY PILLARS FOR BUILDING THE COACHING SYSTEM

THE UK
COACHING
FRAMEWORK

Four key pillars have been identified to underpin The UK Coaching Framework:

- 1 Capacity for the deployment and employment of coaches
- 2 Capacity of governing bodies of sport and other relevant organisations to design, deliver and quality-assure inclusive coaching and coach education systems on a local, regional, national and UK-wide basis
- 3 Education and Continuous Professional Development of coaches
- 4 Capacity and alignment of funding, policy and other complementary support agencies.

“The UK Coaching Framework will enhance the quality of coaching at all stages and provide active, skilled and qualified coaches to meet demand”

A FRAMEWORK FOR ACTION

The UK Coaching Framework provides the reference point for developing a system to take coaching in the UK towards being a world-leading system by 2016. The Framework will ensure both development and delivery of the coaching system is relevant across the UK, taking into account policies, strategies and priorities of devolved administrations and Home Country Sports Councils (HCSCs).

Governing bodies of sport will play the lead role in sport-specific delivery and work within the context of their relationships with HCSCs and UK Sport. sports coach UK will spearhead the development of the system through an agreed project structure accountable via the establishment of a UK Coaching Strategy Group (evolved from the current Coaching Steering Board with representation from each sports council, home country administration, UK Sport, governing bodies and other agencies as appropriate).

The project structure will include identification of resource requirements. Responsibilities of agencies involved in both development and delivery processes will be identified, underpinned by the fundamental principle that tailored national, regional and local delivery is key to the success of The UK Coaching Framework.

All organisations involved in both development and delivery of coaching in the UK will be asked to use The UK Coaching Framework as a reference point and to align their efforts and resources to the objectives outlined in this document, in the context of their own priorities and structures. The determination of policies, strategies, structures, delivery plans and resources within each home country and within governing bodies is a matter for the respective home countries, governing bodies and UK Sport as appropriate. A summary of The UK Coaching Framework's main elements is outlined in Figure 1.

Governing bodies of sport will play the lead role in sport-specific delivery and work within the context of their relationships with HCSCs and UK Sport

COACHING AS A PROFESSIONALLY REGULATED VOCATION

Central to an effective UK Coaching System are coaches themselves. Their dedication, enthusiasm, expertise and experience are strongly valued qualities. There is a need to further enhance the quality and quantity of coaching hours available to children, players and athletes and to put in place clear, viable career structures for coaches.

The creation of an effective, professionally regulated vocation will be addressed in a pragmatic way, recognising the needs of volunteers and part-/full-time paid coaches. This approach represents a measured refinement to develop coaching as a profession (as set out in the UK Vision for Coaching, 1999).

The process will take account of different contexts within governing bodies and home nations.

Coaches and all organisations involved in the delivery of coaching have a particular responsibility to safeguard children. Children have a right to be safe and happy when participating in sports activities. Parents/carers have a right to believe the organisations to which they entrust their children have in place all necessary safeguards. The UK Coaching Framework will further underpin these values and support coaches and all relevant agencies in putting them into practice.

LEGACY AND A WORLD-LEADING COACHING SYSTEM

The UK Coaching Framework will act as a reference point for the alignment of funding streams and to maximise synergies and efficiencies. Detailed workforce targets will be identified in a separate document *The Coaching Workforce 2009–2016*. Performance measures will be determined by the home countries and UK Sport, using a newly developed Coaching Scorecard as a reference point. The successful implementation of The UK Coaching Framework will deliver a long-term coaching legacy and world-leading UK system by 2016.

APPENDIX 1

THE UK
COACHING
FRAMEWORK

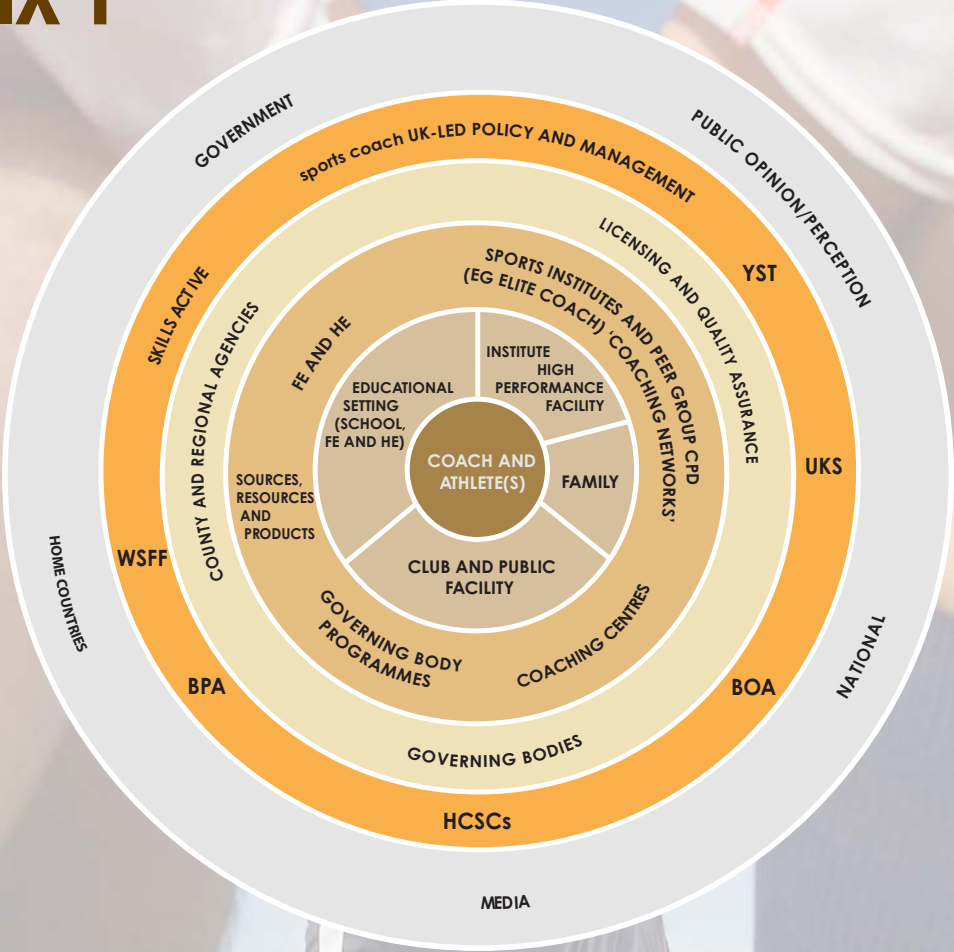


Figure 3: The Context for Sport and Disability Sport Involvement with the Coach Playing a 'Process Leader' Role

- Key:**
- BOA:** British Olympic Association
 - BPA:** British Paralympic Association
 - HCSCs:** Home Country Sports Councils
 - UKS:** UK Sport
 - WSFF:** Women's Sport and Fitness Foundation
 - YST:** Youth Sport Trust

**“The Framework will
deliver a long-term
coaching legacy and
world-leading UK
system by 2016”**

¹ The 1st Coaching Summit attended by governing bodies of sport, Home Country Sports Councils, UK Sport and representatives from key stakeholders adopted the following declaration: 'This summit supports the completion and confirmation of the UK Action Plan for Coaching, prior to submission for approval by Ministers and thereafter for implementation.'

For further information on:

THE UK COACHING FRAMEWORK

please contact:



sports coach UK
114 Cardigan Road
Headingley
Leeds LS6 3BJ

Tel: 0113-274 4802

Fax: 0113-275 5019

Email: coaching@sportscoachuk.org

Website: www.sportscoachuk.org

Patron: HRH The Princess Royal

THE UK COACHING FRAMEWORK

