



COACHING SCOTLAND

A framework to guide the development of coaches and coaching in Scotland

Putting sport first

sportscotland
the national agency for sport

BUILDING A WORLD CLASS SPORTING SYSTEM FOR SCOTLAND

Together, our aim is to create a Scotland where sport is a way of life. We want to put sport at the heart of society, making a positive impact on people and communities.

The world class sporting system aims to strengthen people as an enabler to support and improve the environments for sport. Coaching has a positive impact on people and their communities. The development of coaches and coaching is integral to ensuring that those participating in sport and physical activity are supported by a diverse range of quality people who work together to help them achieve their goals. Developing coaches and coaching will also contribute to the three priorities underpinning the sporting system.



Equalities and inclusion

Coaches are key role models that inspire people to get involved and stay involved in sport, and participants should be able to see themselves in coaches. We know that inequalities exist in coaching so collectively we need to focus on developing a more diverse coaching workforce that is representative of Scottish society. All aspects of diversity are important, but our initial focus will prioritise women, disabled people, young people and people from disadvantaged communities.



People development

Coaching Scotland supports the sport sector to plan and deliver key elements of people development, including providing high quality learning and development opportunities that meet the needs of coaches as well as the needs of participants and athletes.

Collaboration and impact

Delivering shared priorities and actions will require a wide range of partners in the sporting system to work collaboratively, including **sportscotland**, Scottish governing bodies of sport, local partners, the higher and further education sector, UK Coaching and private providers. Together we need to improve how we use our collective resources to best meet the needs of participants and coaches. We also need to improve how we measure the impact of Coaching Scotland on the development of coaches and coaching. This will require more effective data collection and sharing, self-assessment and reflection, continuous improvement, planning and shared communication.



A MORE ACTIVE SCOTLAND: Physical activity is about getting people moving. Daily walking, playing in the park, going to a gym, training with a team or aspiring to win a gold medal - it doesn't really matter how people get active, it just matters that we do. Being physically active contributes to our personal, community and national wellbeing. Our vision is of a Scotland where more people are more active more often.

We encourage and enable the inactive to be more active

We encourage and enable the active to stay active throughout life

We develop physical confidence and competence from the earliest age

We improve our active infrastructure - people and places

We support wellbeing and resilience in communities through physical activity

We improve opportunities to participate, progress and achieve in sport

PHYSICAL ACTIVITY

SPORT

RECREATIONAL ACTIVITY

ACTIVE LIVING

DANCE

PLAY

EXERCISE

BUILDING A WORLD CLASS SPORTING SYSTEM FOR EVERYONE IN SCOTLAND

RESOURCES

LOCAL AND NATIONAL PARTNERS



TIME



EXPERTISE



INVESTMENT



INFORMATION

ENABLERS



PEOPLE



PLACES



PROFILE

ENVIRONMENTS



CLUBS & COMMUNITIES



SCHOOLS & EDUCATION



PERFORMANCE SPORT

OUTCOMES



PARTICIPATION



PROGRESSION

PRIORITIES FOR IMPROVEMENT 2015/2019



EQUALITIES AND INCLUSION



PEOPLE DEVELOPMENT



COLLABORATION AND IMPACT

COACHING SCOTLAND

Quality coaching instils the necessary competence and confidence for lifelong participation and increases the likelihood of retaining participants in sport and physical activity. It plays a significant role in helping people set and achieve goals and fulfil their potential.

Coaching Scotland, initially established in 2002, continues to promote a consistent approach to the education development of coaches. It provides direction for those working towards the ambition of having world class coaching available across all sport and physical activity environments. It is primarily aimed at professional staff to enable them to take a planned approach to the development of coaching and coaches for their organisation.

The ever changing world challenges sport to be readily available, accessible, attractive and sociable. While the essence of coaching is timeless, the environment and method of its delivery needs to evolve with society to remain relevant and impactful. A more diverse, accessible and versatile coach and deliverer workforce is required to meet the varying demands of participants now and in the future.





OBJECTIVES

The objectives of Coaching Scotland have been influenced by the priorities of UK Coaching's Strategy and the aspirations and actions of the Future of Coaching Project 2016-2025. They are to:

- Increase the number and quality of coaches and deliverers, that are more reflective of society, working across all sport and physical activity environments.
- Support coaches and deliverers to become better at coaching to meet the full range of participant motivations and needs.
- Use emerging technology to provide new opportunities for coaches and deliverers to learn, develop and enhance participant engagement.

We recognise that the sport and physical activity landscape is constantly changing and developing so these objectives will be continually monitored, reviewed and updated.





SHARED PRIORITIES AND ACTIONS

We have agreed on three priorities, each with a number of associated actions. Whilst using this document you should consider:

- **DO WE DO THIS?**
- **SHOULD WE DO THIS?**
- **IS THIS A NEED FOR OUR ORGANISATION?**

Reflecting on these statements helps us to identify the actions we need to take. That in turn will help us all achieve the objectives of Coaching Scotland





1

COACHING INFRASTRUCTURE

Build systems and processes for coach education and development, for coaches to coach, to learn from their experiences and contribute to a world class sporting system. The coaching infrastructure actions are to:

- Promote a culture of collaborative working with a diverse set of partners and coaches to enhance the infrastructure, education and development of coaching
- Embed approaches to coach education and development within relevant strategic plans and promote a planned, needs-based approach to the recruitment, development and retention of coaches
- Improve coaching to ensure it meets the needs of all participants, using tools like the Coaching Scorecard to review progress, and to encourage collaborative working and the sharing of good practice
- Highlight and profile the value of coaches and coaching to participants and wider Scottish society
- Create opportunities for quality coaches to be deployed within a wide range of environments but in particular, school and education, club and community, and performance sport environments
- Seek ways to improve the quality of engagements and relationships between employer and coach as well as coach and participant



2

COACH EDUCATION

Support, develop and deliver accessible coaching qualifications which lead to a knowledgeable, skilled and highly effective coaching workforce throughout Scotland. The coach education actions are to:

- Work collaboratively to ensure coach education is high quality, embeds inclusion, is established on a recognised educational standards framework, and meets the needs of sport and physical activity participants
- Improve the accessibility and affordability of coach education for people across Scotland
- Develop and enhance educational opportunities for people to progress and develop as coaches
- Develop sport educators and mentors to improve the quality of coach education and development





3

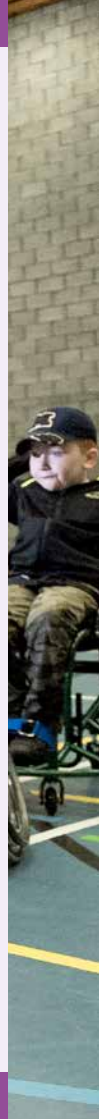
COACH DEVELOPMENT

Support, develop and deliver opportunities for continuous improvement – inspiring and supporting coaches to work towards world class coaching*. The coach development actions are to:

- Empower coaches to continually improve and adapt to the varying needs of a wide range of participants
- Enhance the range, quality and accessibility of coach learning opportunities using the Effective Coaching Map** or recognised equivalent
- Use technology to better engage, develop and communicate with coaches thus enhancing coaching practice
- Encourage coaches to create positive environments for participants in sport
- Create flexible learning opportunities that are readily available for coaches to develop at their own pace

*Please see appendix 1

**Please see appendix 2



SPORTSCOTLAND'S CONTRIBUTION

sportscotland's corporate plan outlines three environments for the delivery of a world class sporting system: schools and education, clubs and communities, and performance sport.

We are committed to delivering the following contributions for coaches within each of these environments.





1

COACHING INFRASTRUCTURE

WE WILL:

- Support the recruitment and development of people who share the protected characteristics, with an initial focus on supporting more women, disabled people and young people, and those from the most deprived backgrounds into coaching
- Support, analyse and share findings from evaluation and research approaches in coaching
- Encourage the recruitment of retiring performance athletes into coaching
- Engage further and higher education in the education and development of coaches
- Strengthen our partnerships in Scotland, across the UK and internationally to support the delivery of shared priorities and actions
- Lead the application and development of Coaching Scotland, the Coaching Scorecard and support the development of quality coaching strategies and plans
- Work with partners to support a professional network of staff to provide leadership and direction for coaching



2

COACH EDUCATION

WE WILL:

- Invest in the development and achievement of high quality coach education qualifications that are established on a recognised educational standards framework
- Help to create positive environments for coaches and participants through education and development





3

COACH DEVELOPMENT

WE WILL:

- Provide and support blended learning opportunities that have a wide reach, are high quality and are aligned to the Effective Coaching Map
- Engage and develop sport educators and mentors to meet the needs and demands of coaches delivering sport and physical activity in all environments in Scotland
- Deliver the sportscotland Coaching, Officiating and Volunteering Awards and support the delivery of the UK Coaching Awards
- Lead the approach to meet the learning needs of coaches at Scotland's high performance system

APPENDIX 1



Has considered why they coach

e.g. to give back, to be involved, career, to help the next generation

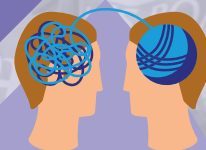


Has judged what is important in life and coaching - their values

e.g. inclusivity, integrity, aspiration

Is aware of their distinctive characteristics that make them an effective coach

e.g. enthusiastic, empathetic, empowering



Has committed to building the knowledge, skills, behaviours and attitudes to becoming a great coach - competencies



EXAMPLE OF A WORLD CLASS COACH

APPENDIX 2



EFFECTIVE COACHING MAP

Supporting coaches to be confident at what they do



KNOWING YOURSELF

KNOWING OTHERS

KNOWING COACHING

Great coaches need skills, knowledge and behaviours to coach effectively and confidently



PHILOSOPHY
& VALUES



LEADING



SELF REGULATING
& IMPROVING



MOTIVATION &
ATTITUDE



RELATIONSHIP



COMMUNICATING



AGE & STAGE



PLANNING &
REVIEWING



PROBLEM
SOLVING



CREATING &
INNOVATING



TECHNICAL &
TACTICAL



TRAINING &
LEARNING



To engage players or learners, coaches need to know how to be...

Inclusive and
have integrity in
their coaching

Confident,
empowering and
have ambition

A self-reflector
and have
emotional
intelligence

Positive in their
mindset and
have drive to
inspire others

Collaborative to
inspire teamwork
and have skills
to know how
others think

Approachable
allowing for
the sharing of
information

Aware of physical,
psychological
and social
development

Effective in
deciding how to
solve problems
and achieve goals

Proficient in
identifying,
observing and
recognising
development areas

Forward thinking
and be able
to explore
fresh ideas

Decisive in
skill making in
their sport

Effective in ways
that contribute
to learning and
development

Great coaches will...

Articulate and
inspire with their
approach

Apply, guide and
influence others

Commit to
learning and
development

Deliver a
'Can Do' approach
to coaching

Build trust and
rapport to achieve
common goals

Achieve outcomes
by using:
Verbal, Non-
verbal, listening,
written and
reflection skills

Be intuitive to
adapt training
programmes

Plan for coaching
and review how
the plan meets
participant needs

Identify and
observe areas for
development

Express new
ideas and
solutions to
learning

Implement
decision making
skills to support
improvement

Create an
environment to
develop new
techniques
that meet safe
standards



LOTTERY FUNDED

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