



COACHING IRELAND™

OILIÚINT ÉIREANN

Coaching Strategy for Ireland

2008 - 2012



AN COMhairle Spóirt

sport
Northern Ireland

Empowering Irish Sport



Inspiring People - Driving Sport

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Joint Statement

Joint Statement on Coaching Strategy for Ireland

It is timely that in 2008, when the whole island of Ireland has seen the encouraging performances in Beijing, that both the Irish Sports Council and Sport Northern Ireland have endorsed and supported the Coaching Strategy for Ireland, the first strategy of its kind.

This initiative represents the beginning of a new level of partnership that will allow the two agencies to initiate joint planning for National Governing Bodies. This new approach will lead to greater synergies for governing bodies in developing and sustaining their sports through targeted investment and support.

Coaching Ireland will take a lead role in highlighting the importance of quality coaching in developing our athletes and providing opportunities for participation.

Both the Irish Sports Council and Sport Northern Ireland would strongly encourage National Governing Bodies to engage with Coaching Ireland to ensure the successful implementation of this strategy for the benefit of coaching and sport on the island of Ireland.

Foreword

The Coaching Strategy for Ireland has been developed in partnership with the Irish Sports Council (ISC) and Sport Northern Ireland (Sport NI). This follows an extensive consultation process with coaches, athletes, national governing bodies of sport and other relevant agencies.

The National Coaching and Training Centre (NCTC) has evolved into Coaching Ireland with an all-island remit and a clear focus to lead the development of coaching in Ireland. Following a review last year Coaching Ireland is gearing up to a new way of working to actively meet the demands and needs of coaches and coaching in Ireland.

The Coaching Strategy for Ireland builds on the good work done since 1992 and sets out the course for Coaching Ireland and its sporting partners in the sports coaching context.

I would like to thank everyone across the country who has contributed to the development of the Coaching Strategy. The relationships developed with coaches, athletes, clubs and sporting bodies at local, regional and national level is key to the success of this strategic plan.

Finally, I would like to thank the Director of Coaching Ireland, Michael McGeehin, and his team in Coaching Ireland for their work in driving and developing this coaching strategy.



John Treacy
CEO
Irish Sports Council

Eamonn McCartan
CEO
Sport Northern Ireland

Sean Donnelly
Chairman
Coaching Ireland



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A New Direction For Coaching In Ireland

Inspiring coaching is an essential component in the development of sport in Ireland at all levels. This strategy sets out the direction of coaching in Ireland for the next four years. The strategy provides the framework for raising the standard and status of coaching in Ireland. Coaching Ireland (formerly the National Coaching and Training Centre) led the development of this strategy through its Strategic Advisory Group, supported by Atlantic Sports Management and Training Limited (ASMT) following an extensive consultation and research process. The details of the process are set out in Appendix 2. The strategy will be implemented on an all-island basis, led by Coaching Ireland in partnership with coaches, players, athletes and teams, National Governing Bodies, the Irish Sports Council, Sport Northern Ireland, Irish Institute of Sport and Sport Institute Northern Ireland, the Department of Arts, Sport and Tourism, the Department of Culture, Arts and Leisure in Northern Ireland, Local Sports Partnerships and local Councils.

The purpose of this Coaching Strategy is to:

- Provide an agreed direction on how coaching will contribute to the development of sport in Ireland.
- Create a framework for the development of coaching in Ireland.
- Improve the quality of coaching and raise the standard of coaches at all levels in Ireland.
- Raise expectations for coaching in Ireland by setting clear standards and targets.
- Identify a clear structure and a focused approach for the delivery and implementation of the Coaching Strategy.

The outcomes to be achieved are to:

- Raise the profile of coaching and coaches in Ireland.
- Promote safety, fun and challenges through coaching, for coaches and participants.
- Provide a pathway for progression for each participant, performer, coach and tutor.
- Ensure participants, performers and teams involved in sport in Ireland have access to an appropriately qualified coach.
- Ensure coaches receive education, training, instruction and qualifications appropriate to their level of involvement.
- Work to deliver education, information and support for every coach relevant to their coaching context and aspirations.
- Deliver a credible, internationally recognised coaching system in Ireland.
- Support National Governing Bodies in developing sustainable coaching and coach education structures.
- Advise and support LSPs and other sports providers on their role in supporting coach education.

Who is the strategy for?

- Children, adults, participants and performers in Ireland: by raising the standard of coaches, increasing the number of coaches and effectively deploying these coaches in the sports system.
- Coaches: by providing enhanced and appropriate education, support and services.
- Sports and National Governing Bodies: by providing support to establish, enhance and drive the process, based on defined needs and sports-specific targets.
- Schools, educational institutions and organisations involved in directing and developing sport in Ireland: by providing a clear direction and framework for the development of sport and coaching and for the education of coaches.
- All agencies, departments and organisations involved in the development of coaching and sport: by providing a clear direction and clear role and targets for implementation.

Coaching Challenges And Key Issues

New Dynamic In Sport In Ireland

Sport in Ireland is growing locally, regionally and nationally. Investment in sport and the profile of sport in Ireland have increased substantially in the past ten years. The quality of our sporting infrastructure has improved and the number of people employed and levels of participation has increased. This changing environment presents opportunities and challenges for the development of coaching in Ireland and necessitates a clear plan for the future.

Taking The Lead

The need to update and put in place a new strategy for coaching in Ireland was identified by the stakeholders to take account of the developments in sport and the different contexts in which our coaches operate as well as the increasing need and demand for more quality coaches in Ireland. A Strategic Advisory Group was established by the NCTC to develop and provide recommendations to agencies, north and south, on the direction of coaching in Ireland and for the new strategy. Extensive consultation with national sports organisations, coaches, players, athletes, administrators and agencies was a vital part in the development of the strategy.

"GOOD METHODS. VERY GOOD TUTORS.
ENJOYABLE COACHING COURSES. DEDICATED STAFF.
CLEAR PATHWAY. HELP AVAILABLE"

Key Issues

The main issues impacting on coaching in Ireland identified in the consultation process included:

- The demand to train more coaches to meet the needs of increased participation in sport and physical activity.
- The need to improve the quality and standard of coaching in sport, locally and nationally.
- Providing participants, players, athletes and teams with access to appropriately qualified and competent coaches.
- Meeting the education, learning and support needs of coaches.
- Raising the status and profile of coaching and coaches in Ireland.
- Supporting National Governing Bodies to develop, manage and deliver quality coaching systems.
- Improving services and the effectiveness of coach education and coach support.
- Recognising that there are increasing opportunities for people to undertake coaching as a career.
- Identifying clear roles and responsibilities for all agencies and organisations involved in the delivery of the strategy.
- Securing the necessary resources and commitment to deliver the strategy.
- Ensuring the strategy is effectively implemented.

The challenge is to identify how best to respond in a realistic and focused way to these issues and to ensure that the coaching system in Ireland is significantly improved. This coaching strategy sets out the course of action and response to meet this challenge.

Foundations For The Successful Transformation Of Coaching In Ireland

In developing the coaching strategy a number of key initiatives were identified which will provide the foundation for the successful transformation of coaching in Ireland:

- NCTC will evolve into Coaching Ireland with an all-island remit to lead the development of coaching in Ireland.
- The improvement of coaching in Ireland will be achieved by retaining and building on the elements which work in the existing system and improving areas which need to work more effectively.
- The National Coaching Development Programme (NCDP) will evolve into the Coaching Development Programme for Ireland (CDPI). The CDPI will maintain the direction, philosophy and models already in place; recognising and supporting coaching and coaches in Ireland.
- The strategy will incorporate the principles of the European Coaching Council (ECC) Framework which provides guidelines for the development of the coaching model adapted to the Irish situation and context. Ireland is a signatory to the ECC framework.
- The strategy will cater for all National Governing Bodies recognised by the Irish Sports Council. Every National Governing Body will be required to sign up to and commit to the strategy and the CDPI. The Ulster Branch of National Governing Bodies operating on an all-island basis will follow the lead of the National Governing Body and this policy will be supported by the Irish Sports Council and Sport Northern Ireland.
- The strategy is underpinned by a common technical framework for Lifelong Involvement in Sport and Physical Activity (LISPA) - which will guide how the coaching system will be aligned to support National Governing Bodies, educate and develop coaches and inform the wider sporting public. LISPA has been agreed by the Irish Sports Council, Sport Northern Ireland, Coaching Ireland, the Irish Institute of Sport and Sports Institute Northern Ireland.
- The agencies will establish a clear and consistent approach to investment in coaching and targeting sports for the delivery of the strategy.
- The Irish Institute of Sport and Sports Institute Northern Ireland will be responsible for coach development programmes to support designated high performance coaches.
- Coaching Ireland will seek to align its qualification system (CDPI) with relevant qualifications, authorities and frameworks in Ireland in order to provide more opportunities to develop appropriate expertise and training for coaches, including those who can and choose to pursue coaching as a full-time occupation.
- The policies guiding Coaching Ireland and the implementation of the strategy are outlined in more detail later in this document and in the appendices.



Vision For Coaching In Ireland ~ Inspiring People - Driving Sport

The vision for coaching in Ireland is that everyone involved in sport is working together with the common aim of delivering a quality coaching system which:

- Inspires people to be involved in sport and coaching throughout the island.
- Recognises coaching as a core part of Irish sports policy and drives the development of sport in Ireland.
- Enhances the perception and status of coaching in Ireland.
- Is inclusive and fully integrates participants, performers and coaches of all abilities and backgrounds.
- Provides the opportunity and clear pathways to become involved in coaching.
- Creates a system where participants, performers and teams have access to an appropriately qualified and quality coach.
- Supports the development and education needs of coaches, tutors, mentors and National Governing Bodies of Sport.
- Is relevant and valued by professional coaches.
- Recognises and rewards coaches for the invaluable role they play in the sport.
- Is aligned to European and other international coaching frameworks.
- Is delivered successfully on an all-island basis.
- Is underpinned by the Code of Ethics and Good Practice for Children's Sport in Ireland.



Strategic Framework For Coaching In Ireland

Strategic Themes

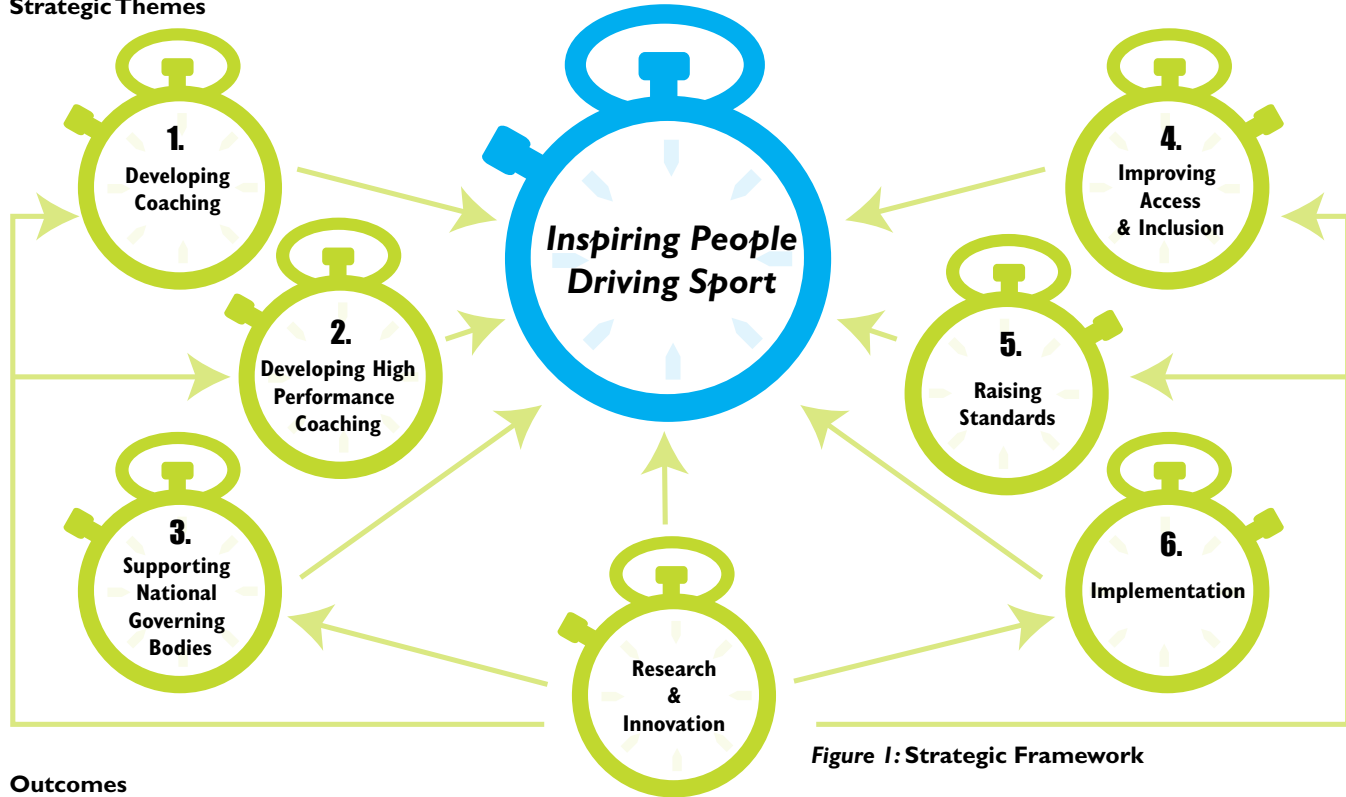


Figure 1: Strategic Framework

Outcomes

- Increase in the number of accredited coaches practicing in Ireland.
- Targeted tutor deployment, course delivery and more opportunities to become a coach.
- Targeted deployment of high performance coaches practicing in Ireland.
- Improved opportunities, information, support and pathways for coaches.
- Introduction of a licensing system for coaches in Ireland.
- Recognition of coaches' achievement and contribution to sport.
- Development of an integrated and inclusive coaching system for people of all abilities and backgrounds.
- Every National Governing Body implementing a technical plan and a quality coaching programme.
- Accreditation of coaching courses and qualifications in line with the national framework of qualifications.
- Alignment of the coaching system with the European Coaching Framework.
- Alignment of the CDPI with Irish Sports Council and Sport Northern Ireland policies and systems of National Governing Body and local sport development.

The strategic themes are further developed on page 14.

Life-Long Involvement In Sport And Physical Activity (LISPA)

Lifelong Involvement in Sport and Physical Activity (LISPA) is an inclusive framework, agreed by all agencies, which caters for all levels of sport and physical activity involvement throughout an individual's life.

There are four main objectives of the framework:

1. Health benefits for participants throughout their lives.
2. The development of a positive attitude to sport and physical activity.
3. Development of physical literacy and movement incorporating the development of gross movement skills.
4. Clear phases of development for performers.

The benefit of this agreed framework is that it provides the foundation for the development of the Irish sports system. It provides a common framework for Coaching Ireland, National Governing Bodies, the Irish Sports Council, Sport Northern Ireland, Irish Institute of Sport, Sports Institute Northern Ireland, Local Councils and Sports Partnerships to support participants, performers and teams at each stage of their involvement.

There is flexibility and movement for participants and coaches within the framework. Each National Governing Body can use the framework to act as a foundation for the development of all aspects of their sport.

"It is putting us, as coaches, in a position where we are all teaching from the same book which will be of great benefit to the athletes"



Figure2: LISPA Framework

Note: In the Strategy for the Development of Sport and Physical Recreation in Northern Ireland 2007-2017, the representation of Physical Literacy is highlighted.

Coach Development Model

The new Coach Development Model shows the possible pathways for coaches in their development. The model replaces the NCTC coaching ladder and is adapted from the European Coaching Framework.

Within the model two broad coaching roles are outlined.

1. Participation Coach: This role incorporates coaching children and participants in sport and physical activity.
2. Performance Coach: This role incorporates coaching of talented individuals and performers.

Within the model there are 4 levels for each coaching role.



Figure 3: Coach Development Model

In the application of the Coach Development Model by National Governing Bodies, existing coaching levels and awards will continue to be recognised. Further developments will be based on sports specific needs.

Further details on the application of this model by National Governing Bodies, the Higher Education Sector and other providers can be found in Appendix 6.

Coaching Development Programme for Ireland (CDPI)

The Coaching Development Programme for Ireland, formerly the National Coaching Development Programme (NCDP), aims to facilitate the development of coaching and coach education in Ireland. The programme operates in partnership with National Governing Bodies and other agencies to develop an internationally recognised coach education system.

Objectives

The objectives of the CDPI are to:

1. Provide a pathway for progression for each participant and performer.
2. Ensure a pathway for progression for each developing coach.
3. Promote safety, fun and challenge through coaching with the following targets:
 - An appropriately qualified coach for every participant and performer.
 - A qualification for every coach.
4. Consolidate the work done to date and the elements and systems of CDPI.
5. Further develop sustainable National Governing Body coaching and coach education systems, with the right balance between volunteer and professional inputs.

Implementation of the CDPI

The CDPI is implemented in the context of the policies of the Irish Sports Council and Sport Northern Ireland and promotes an ethical approach to sport. Both National Governing Bodies and Coaching Ireland play a key role in the implementation of the CDPI. Broadly, National Governing Bodies develop coach education and coaching systems based on sports-specific needs. Coaching Ireland facilitates this development by assisting the National Governing Bodies to put in place the elements of the system. Coaching Ireland also plays a role in quality assurance across these elements. All partners in CDPI play a role in common areas, such as promotion of coaching and increasing the status of coaching. The roles and responsibilities of Coaching Ireland and National Governing Bodies are outlined later.

A more focused approach to the implementation of the CDPI will be taken on a phased basis with sports on a north/south basis. Greater technical support will be provided to National Governing Bodies to assist them with completing their coaching plans, courses and coach education programmes.

Further details on the CDPI can be found in Appendix 7.

Guiding Principles For Coaching In Ireland

The guiding principles for how Coaching In Ireland will develop are:

Quality System: The focus is to develop a top class system for Ireland which is regarded among the best in the world.

Participant/Performer – Coach Driven: The approach will be to focus on the coaching process to develop the skills and competencies of participants, performers and teams.

Quality Coaching: That participants, performers and teams will have access to quality coaching at each stage of their development.

Inclusive: That coaches will have the opportunity to gain the level of coach education they desire and that participants and performers enjoy the benefits of good coaching, regardless of age, gender, ability, geographical location, socio-economic situation or culture.

Qualifications: All coaches will be required to have a relevant qualification to practice as a coach in Ireland.

Inspirational: That opportunities will be provided to inspire and drive people to get involved and stay involved in coaching.

Responsive: That the coaching system will be flexible and responsive to the sporting environment and those involved in it.

Volunteer and Professional: The coaching system will cater for the needs of the different requirements and contexts of both professional and volunteer coaches.

Best Practice: That coaching in Ireland will be innovative and learn from other sectors in Ireland and internationally which are regarded as being world leaders.

Simple: That the coaching system is easily understood and relevant to coaches, participants, performers, administrators, leaders and all involved in it.

Outcome Focused: That the coaching strategy will lead to significant improvement in sport and quality of coaching in Ireland.

Commitment: That there is a commitment from all stakeholders and everyone involved in sport to implement the coaching strategy.

Professional Approach: That Coaching Ireland will incorporate best practice processes, procedures, guidelines and principles.

IT and Systems: That appropriate support, information and learning should be available through the most modern mediums and technology.

Positive and Ethical Environment: That coaching is delivered and experienced in a safe, positive and enjoyable environment.

Accountability: Agencies will be accountable for delivering realistic, achievable and measurable programmes and services which will improve coaching in Ireland.

Qualifications • Responsive • Inspirational • Volunteer • Simple • Best Practice • Quality Coaching • Coach Driven • Inclusive • Participant/Performer • Quality System • Outcome Focused



Strategic Themes

Achieving the vision, goals and outcomes will demand collective team effort from all agencies involved in delivering coaching in Ireland. The strategic themes which will be delivered to improve coaching in Ireland are:

DEVELOPING COACHING

1. Identify benchmarks illustrating how coaches and tutors are currently involved in coaching and instructing.
2. Agree the alignment of the proposed CDPI Coaching Framework with the LISPA framework and ECC Framework.
3. Integrate the Adventure Sports Framework into the proposed CDPI Coaching Framework.
4. Review and update the CDPI Coaching Framework to incorporate developing expertise at all levels.
5. Review and update the CDPI programme to take account of the coaching strategy, the ECC Framework and needs of coaches and participants.
6. Review and update CDPI implementation processes and manual.
7. Develop and deliver coach support and continuing professional development programme for coaches in local/regional sport.
8. Complete mapping exercise with UKCC and other international coaching systems.
9. Develop and implement a communication and public relations plan to raise awareness of coaching, coaches and the work of the key agencies.
10. Implement national, regional, local coach recognition scheme.

Research & Development

HIGH PERFORMANCE COACHING

1. Identify clear roles for agencies in the implementation of high performance coaching.
2. Develop and deliver continuing professional development and specialist qualifications and courses for high performance and pathway coaches.
3. Develop new materials, tools, resources and templates to support high performance coaches.
4. Develop and deliver a range of services to support high performance coaches.
5. Develop systems for appointment, monitoring, evaluation of coaching performance.
6. Implement a targeted coach development programme to support talented coaches.
7. The development of a specific IT system.
8. The implementation of a mentoring system for high performance coaches.

Research & Development

SUPPORTING NATIONAL GOVERNING BODIES

1. Provide support to National Governing Bodies in updating coaching and technical plans and implementing CDPI. This will be delivered on a focused and prioritised basis.
2. All National Governing Bodies will be included in the CDPI and required to sign-up to and commit to the programme.
3. Establish new agreements between Coaching Ireland and National Governing Bodies for the delivery of CDPI.
4. Benchmark sports with regard to coaching programmes and ability to implement the strategy.
5. Integrate the Adventure Sports Framework with the work of Coaching Ireland and relevant National Governing Bodies.
6. Support National Governing Bodies on an individual basis to develop new guidelines, manuals, resources and templates.
7. Develop coach recruitment, education, deployment, recognition and retention strategies in partnership with National Governing Bodies and LSPs.

Research & Development

"The continuous positive feedback and encouragement during coach Education is very motivating and drives you along even when you feel 'I can't do this!'"

IMPROVING ACCESS AND INCLUSION

1. Implement an action plan to move to a fully inclusive and integrated coaching system.
2. Develop education and awareness programmes and modules to ensure a fully inclusive and integrated coaching system is achieved.

Research & Development

RAISING STANDARDS

1. Align the CDPI Coaching Framework to accredited qualifications system and awarding bodies in Ireland and Northern Ireland.
2. Create opportunities for people / coaches to develop their expertise to the highest practical, technical and academic standards.
3. Introduce a licensing system for coaches / instructors in Ireland. A group will be established to examine the process and timeline for the licensing system.
4. Conduct ongoing research and development as required in line with the CDPI Coaching Framework and strategy.
5. Establish systems for measuring progress in implementation of the coaching strategy.

Research & Development

IMPLEMENTATION

1. The Irish Sports Council and Sport Northern Ireland to update their coaching and NGB development policies.
2. Align investment in coaching and ensure focused investment in the implementation of the strategy.
3. Coaching Ireland to publish their strategic plan and annual operational plan.
4. Establish new agreements to be put in place between Coaching Ireland, agencies and National Governing Bodies.
5. Commence work on technical and coaching plans and benchmarking with National Governing Bodies on a phased basis.

Research & Development

Roles And Responsibilities

The coaching strategy will be delivered by all agencies working in partnership. It is clear that Ireland needs strong and positive action to put participants, performers and coaching at the centre of sports development. This is a key theme emerging from the review and development of the strategy. Coaches, participants, performers, National Governing Bodies and those consulted want to see action and the leaders in sport on the island working together to ensure that the coaching strategy is implemented. The key responsibilities and summary actions are:

IRISH SPORTS COUNCIL & SPORT NORTHERN IRELAND

The key focus of the Sports Councils will be to:

- Agree a common commitment to resourcing the coaching strategy.
- Ensure that commitments by Coaching Ireland and National Governing Bodies are delivered and evaluated.
- Promote coaching and evaluation of coaching in their own strategies and policies.
- Undertake all-island planning to identify and prioritise how coaching will be supported and organised across Ireland.
- Source and invest in coaching.
- Develop a Northern Ireland implementation plan.

COACHING IRELAND

The role of Coaching Ireland will be to:

- Ensure performers and participants receive the best quality coaching throughout their involvement in sport.
- Lead the development of coaching in Ireland through the implementation of coach education and support programmes (CDPI).
- Deliver services to National Governing Bodies and coaches.
- Develop, implement and manage coach certification, accreditation, continuing professional development and licensing systems with the relevant partners.
- Establish agreements with key partners to develop coaching (National Governing Bodies, agencies, LSPs and others).
- Ensure there are sufficient tutors of appropriate quality and skill to educate coaches.
- Quality assure the coaching system internally and appoint external bodies as required.
- Manage information on coaching and a coaches database for Ireland.
- Implement a research and information programme.
- Manage and monitor the implementation of the strategy.
- Raise the status and profile of coaching in Ireland.
- Develop an implementation plan.
- Develop and introduce coach recognition awards.

NATIONAL GOVERNING BODIES

The role of the National Governing Bodies will be to:

- Develop technical and coaching plans to raise the standard in their sport.
- Sign up to and implement CDPI.
- Implement CDPI quality assurance mechanisms.
- Train and support coaches.
- Train and support tutors to deliver coach education.
- Conduct annual reviews by leaders of the sport of the National Governing Bodies coaching system.
- Develop coach education materials.
- Identify sport-specific coaching requirements and plan to meet those requirements.

IRISH INSTITUTE OF SPORT AND SPORT INSTITUTE NORTHERN IRELAND

The role of the Irish Institute of Sport and Sport Institute Northern Ireland will be to:

- Lead on high performance coach development for agreed sports and coaches.
- Work in partnership with Coaching Ireland to raise standard of coaching in Ireland.
- The implementation of a support and mentoring system for high performance coaches.

OTHER AGENCIES

The role of other agencies will be to:

- Higher Education: Develop coach education and support programmes in line with CDPI and coach development model in partnership with National Governing Bodies.
- Educational Awards: Ensure coaching and tutor education is aligned with the National Framework of Qualifications.

LOCAL AGENCIES (LSPs AND LOCAL AUTHORITIES)

The role of Local Agencies will be to:

- Provide information to coaches.
- Raise the status and profile of coaching.
- Facilitate the delivery of coach education courses and continuing professional development.
- Support coaching networks.
- Facilitate the delivery of coach mentoring and support programmes.
- Facilitate sports development officers.
- Co-ordinate access to schools and access to coaching expertise and information.
- Co-ordinate with Coaching Ireland, local and regional awards.

The process for ensuring effective implementation of the Coaching Strategy will be agreed in a joint planning framework involving the Irish Sports Council, Sport Northern Ireland and Coaching Ireland. Coaching Ireland will become fully integrated as a unit of the Irish Sports Council and will establish operational bases in Limerick, Dublin and Belfast so that it can deliver comprehensive support and services to sporting organisations, coaches and tutors on the island.

"COACHES CAN BE EDUCATED WELL, IN THE COMPANY OF COACHES FROM OTHER SPORTS. THIS ALLOWS COACHES TO LEARN FROM THEIR PEERS AND HIGHLIGHTS THE SIMILARITIES IN THE CHALLENGES WE FACE ACROSS THE SPORTS"

From Strategy to Action

Implementation Strategy

The implementation of the strategy will focus on:

1. Launching Coaching Ireland with an all-island remit.
2. Identification of resources to support the implementation of the coaching strategy and establish a clear and consistent approach to investment by funding agencies.
3. Identification of benchmarks and clear targets for the measurement of coaching in Ireland and implementation of the strategy.
4. Establishment of a plan for the phased implementation of the strategy.
5. Sign up of National Governing Bodies and commencement of work targeting National Governing Bodies on an all-island basis.
6. Establishment of research plan and work programme for coaching in Ireland.
7. Development of new resources and materials and technical support by Coaching Ireland to assist National Governing Bodies, tutors and coaches to improve the delivery of coaching.
8. Publication of a Coaching Ireland strategic plan and annual operational plan with clear targets, programmes and initiatives.
9. Implementation of a high performance coaching programme in partnership with the Institutes of Sport and both Sports Councils.
10. Establishment of review, monitoring and reporting procedures for implementation of the strategy and reporting by relevant agencies on progress made.

Investment and Resources

The present investment in Coaching Ireland is €2m to provide its existing services to coaches, players and athletes. The Irish Sports Council invests up to €725,000 in supporting National Governing Bodies with their coach education and development programmes. Sport Northern Ireland is planning to invest £9.3m over three years. In addition to this the National Governing Bodies invest considerably more in supporting and developing coaching. The network of thirty three LSPs provide investment for training and education to local clubs, coaches and volunteers. A key challenge is to identify the full level of investment at present and required for coaching in Ireland.

Achieving A Top Class Coaching System

In conclusion, the successful implementation of this strategy is intended to develop a top class coaching system which delivers:

Coaching System

- A clear direction for developing coaching in Ireland.
- A renewed commitment to the development and improvement of coaching in Ireland.
- An all-island position and strategy for coaching committed to by all agencies.
- The establishment of Coaching Ireland, to drive coaching in Ireland on an all-island basis.
- Enhanced resources invested to improve coaching and the services provided in Ireland.
- Clarification of coaching policies and framework in Ireland.
- Clear roles and responsibilities for all agencies involved in delivering coaching.
- A seamless partnership approach to the delivery of and investment in the strategy.
- Clearly defined benchmarks, targets and outcomes for coaching.
- Clear procedures for measuring and monitoring the effectiveness of the strategy and to monitor the implementation of the strategy.
- Alignment with the qualifications frameworks in Ireland and Europe.
- A common technical framework for the development of sport in Ireland.

For Coaches

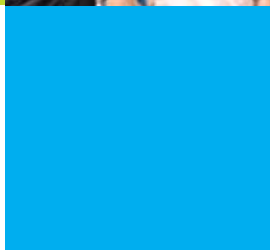
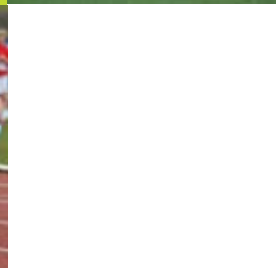
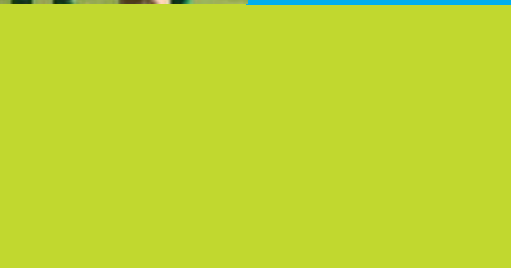
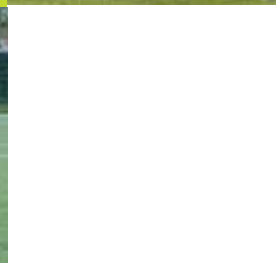
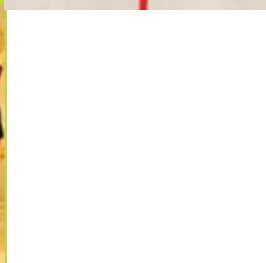
- A pathway of progression for each coach.
- Enhanced education relevant to each coach's needs.
- Opportunity to become a master coach at each stage of LISPA.
- Education which reflects the needs of volunteer and full-time professional coaches.
- Opportunities to become a coach regardless of ability, race, social background or culture.
- A full range of services and support for developing and aspiring coaches.
- Continuing professional development opportunities for all coaches.
- Cutting edge information, research and technical support for coaches at all levels.
- Enhanced materials, tools and resources for coaches.
- Increased resources to support coaches.
- Talent identification and support for coaches with potential.
- More, better quality and more widely available coach education and continuing professional development courses.
- More and better tutors.
- Recognition of coaching qualifications abroad and across sports.
- Recognition of coaching achievement and contribution to sport.
- A license for coaches.

For National Governing Bodies

- New and improved services to support National Governing Bodies in the delivery of coaching.
- Support for National Governing Bodies in updating technical and coaching plans and implementing CDPI.
- Targeted and prioritised delivery of the CDPI.
- New agreements between Coaching Ireland and the NGB to clearly outline the relationship and responsibilities of each party.
- Benchmarking of a sports position and ability to implement the CDPI.
- Flexibility in implementation of CDPI according to ability to implement.
- New guidelines, manuals, resources and templates to support National Governing Bodies and coaches.
- Assistance in developing coach recruitment and retention strategies.
- Flexibility in implementation according to clear targets of achievement for sports.
- Clearer and more robust quality assurance policies and procedures linked to awarding bodies in formal education.

For Participants & Performers

- A safe and fun environment to practise.
- Access to quality coaches at each stage of development in LISPA.
- A pathway of progression for every participant.
- More and better coaches in the system.
- Expertise in coaching at each stage of development of LISPA.



Appendices

Appendix 1: Glossary of Terms and Definitions

TERMS

ASMT	Atlantic Sports and Management Training Limited
CDPI	Coaching Development Programme for Ireland
CI	Coaching Ireland
CPD	Continuing Professional Development
CSI	Coaching Strategy for Ireland
DAST	Department of Arts, Sport and Tourism
DCAL	Department of Culture, Arts and Leisure Northern Ireland
ECC	European Coaching Council
IIS	Irish Institute of Sport
ISC	Irish Sports Council
LISPA	Lifelong Involvement in Sport and Physical Activity Framework
LSP	Local Sports Partnership
NCDP	National Coaching Development Programme
NCTC	National Coaching and Training Centre
NGB	National Governing Body of Sport
OCI	Olympic Council of Ireland
PCI	Paralympic Council of Ireland
SINI	Sports Institute Northern Ireland
SNI	Sport Northern Ireland
UKCC	United Kingdom Coaching Certificate

DEFINITIONS

Adventure Sports Framework: The Adventure Sports Framework is a training and accreditation framework for Adventure Sport instructors and leaders. This framework aims to bring all adventure sports' instructor/leader training under one common framework. The framework builds on and supports the quality work already in place in Adventure Sport National Governing Bodies.

Instructor of Adventure Sports: An instructor instructs participants in adventure sports. An instructor facilitates skill development to allow independent participation in the activity or participation under minimal supervision.

Leader of Adventure Sports: A leader leads or guides participants in adventure sports. A leader equips participants with the necessary skills and knowledge to allow safe participation in the activity. A leader does not develop skills and knowledge to allow independent participation in the activity.

Coach: A coach engages in a coaching process which assists participants or performers so that they are able to identify options and find solutions for the changing demands of their sport and lives.

Coaching: Coaching is a process that provides guidance, feedback and direction to empower participants or performers to achieve their goals in their chosen sport / physical activity.

Coaching Plan: A plan devised by the National Governing Body to develop coaching and to put in place a coach education and support programme that meets the needs of the sport.

Continuing Professional Development (CPD): Life-long learning (through formal and informal opportunities) after initial education or entry into working life, aimed at helping individuals to: improve or update their knowledge and/or skills; acquire new skills for a career move or retraining; continue their personal or professional development.

Competence: Competence includes: i) cognitive competence involving the use of theory and concepts, as well as informal tacit knowledge gained experientially; ii) functional competence (skills or know-how), those things that a person should be able to do when they are functioning in a given area of work, learning or social activity; iii) personal competence involving knowing how to conduct oneself in a specific situation; and iv) ethical competence involving the possession of certain personal and professional values.

European Coaching Framework: This refers to the Review of the EU 5-Level Coaching Structure by the European Coaching Council and is available on the Coaching Ireland website. Coaching Ireland agreed to use the proposals as a reference point in the further development of coaching and coach education in Ireland (see Appendix 8).

Organised Sport: Participation in sports that have a significant element of planned and purposeful physical activity with competitive goals. Organised sports participation involves competing at all levels including local, club, county, provincial and national levels, for example, local leagues in basketball, county championships in hurling, regional competitions in swimming.

Participation: To take part in a sporting event or physical activity with a focus on physical, psychological or health benefits.

Performance: To take part in training and sport with the focus on optimising and maximising one's abilities (technical, tactical, physical, mental, lifestyle and personal capacities) and to compete in sporting events.

Technical Plan: A plan devised by the National Governing Body to guide the development of participant and performer centred structures, systems and programmes that meet the needs of the sport.

"TO ENSURE THAT
ALL WHO PARTICIPATE
IN SPORT, NO MATTER
THE LEVEL, WILL HAVE
ACCESS TO APPROPRIATE
COACHING"

Appendix 2: Coaching Strategy Process

The coaching strategy has been developed during the period October 2007 to August 2008 by NCTC, supported by a Strategic Advisory Group and facilitated by consultants Atlantic Sports Management & Training (ASMT). A comprehensive process was involved in developing the strategy involving information review; wide reaching consultation and communication with agencies, players, coaches, National Governing Bodies and the community; drafting proposals and policies in conjunction with NCTC, the Strategic Advisory Group and the NCTC Board which will lead to the final document to be launched at the 9th Coaching Forum in September.

Below is a diagram outlining the stages involved in developing the strategy:

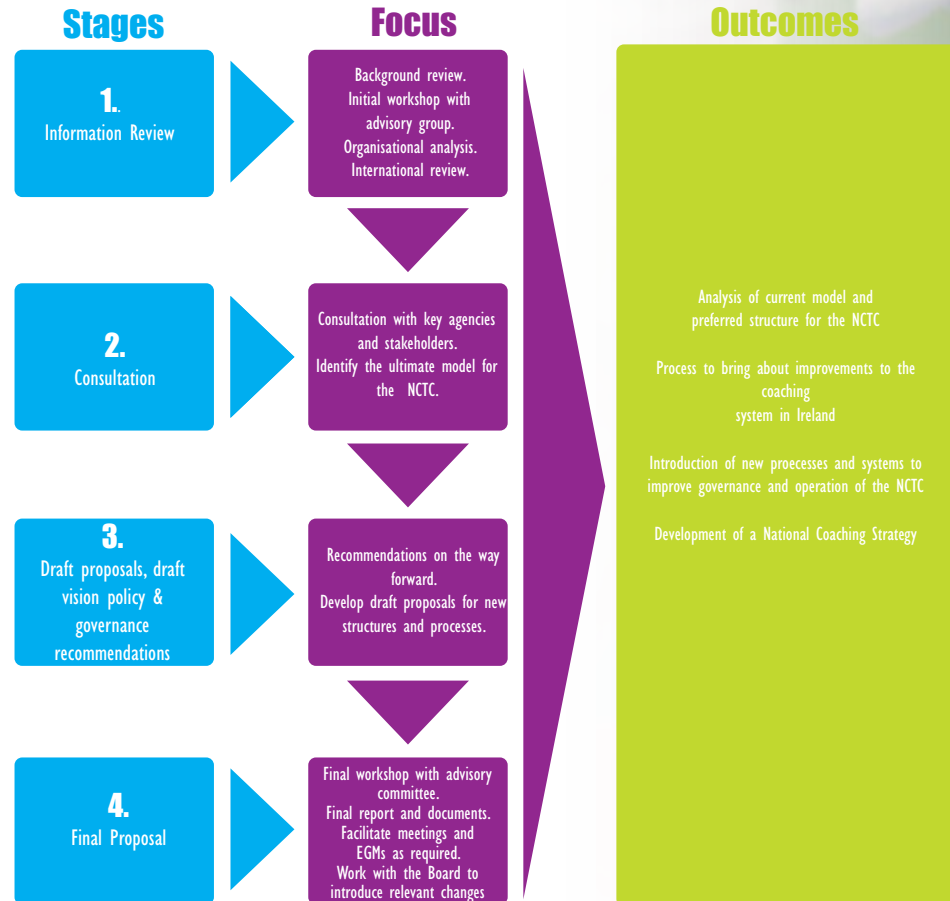


Figure 4: Process for the Development of the Coaching Strategy for Ireland

PROJECT PROCESS

The process for developing the strategy involved a range of stages, research, meetings and workshops as follows:

Information Review: Review of coaching strategy, policy, plans and systems internationally, review of best practice in Irish industry and Irish sport.

Consultation: Meeting with NCTC Board; 19 National Governing Bodies; Agencies: Olympic Council of Ireland, Paralympic Council of Ireland, Sport Northern Ireland, Sports Institute Northern Ireland; Plenary Session and Online Surveys.

Project Management: Five Strategic Advisory Group Meetings at various stages in the project; NCTC Senior Management meetings on an ongoing basis.

Drafting Policies and Plans: Drafting Coaching Policies and Plans: two day facilitated workshop with NCTC Coaching Services Team and Senior Management Team, followed by a series of meetings to agree and sign off on coaching policies.

Drafting All Ireland Policies and Plans: Meetings with Irish Sports Council, Sport Northern Ireland and NCTC.

Drafting High Performance Coaching Plan: Meetings with Sports Institute Northern Ireland, Irish Institute of Sport and NCTC.

Review and Feedback of Draft Strategy: Strategic Advisory Group meeting, consulted bodies and individuals review of strategy, NCTC team, NCTC Board.

Final strategy: to be completed for the strategy launch in September.

PROJECT TEAM

The project team involved in developing the strategy comprised of:

Coaching Ireland Senior Management Team: Michael McGeehin, Declan O'Leary, Sheelagh Quinn.

Strategic Advisory Group: (see Appendix 9).

Coaching Irelands Coaching Team: Declan O'Leary, Catherine Bird, Liam Moggan, Fiona Larkin, Hayley Harrison, Sunnhild Bertz, Tadhg Lambe, Adrian Byrne.

Coaching Ireland Support Staff: Niall Collins.

All Island Policy Team: John Treacy, Fiona Coyne, Irish Sports Council; Eamonn McCartan, Jill Poots and Ronnie Smyth, Sport Northern Ireland.

Disability Policy Team: Liam Harbison, PCI; Fiona Coyne, Irish Sports Council.

High Performance Policy Team: Gary Keegan, Irish Institute of Sport; Michael McGeehin, NCTC; Ronnie Smyth, Sport Northern Ireland.

ASMT Team: Morgan Buckley, Elaine Fitzgerald, Sarah Vivian, John Lyle; Brian Samson, John Parker.

THANKS

Coaching Ireland and ASMT would like to thank the project team, in particular the senior management team and the coaching services team at NCTC, and the Strategic Advisory Group for their dedication and contribution to the strategy.

*"To give to special
needs athletes
the enjoyment
that I got from
playing sport"*

Appendix 3: Context For The Development Of Coaching In Ireland

BACKGROUND TO THE COACHING STRATEGY

Sport in Ireland is developing and growing at all levels and needs to be underpinned by a quality, responsive and dynamic approach to coaching. The development of this strategy has been driven through a strong partnership between the Irish Sports Council, Sport Northern Ireland and by the new all-island coaching agency – Coaching Ireland, formerly the National Coaching and Training Centre (NCTC).

The close partnership between Irish Sports Council and Sport Northern Ireland are key drivers in positioning coaching on the sporting map. There have been a number of policy documents from both Sports Councils and the respective Government Departments in Ireland and Northern Ireland which have emphasised the need to improve the quality and standard of sport and in particular coaching. The establishment of Institutes of Sport to improve and develop high performance sport has also added momentum to strengthening coaching in Ireland. Considerable work and progress has been made on the integration of adventure sports within the coaching framework.

A number of agencies, North and South, play a key role in the development and delivery of sport and coaching in Ireland.

DEPARTMENT OF ARTS, SPORT AND TOURISM (DAST):

The Department of Arts, Sport and Tourism was formed in June 2002 with the following mission: “To enrich Irish society by supporting the growth of a competitive and sustainable tourism industry and increasing access to, and participation in, sport, the arts and culture”. The Department’s goal in the area of sport is:

To increase participation and interest in sport, to improve standards of performance and to develop sports facilities at national, regional and local level, thereby contributing to healthier lifestyles and an improved overall quality of life, through a Departmental policy and resource framework in partnership with its Agencies, other Government Departments and the National Governing Bodies of Sport.

IRISH SPORTS COUNCIL:

The Irish Sports Council is the statutory sports agency responsible for the promotion, development and co-ordination of sport in Ireland. The Sports Council was established in 1999 and had a budget of £13.4m in 2000. The Irish Sports Council today has a budget of €57m (in 2008) and is responsible for allocating funds to more than sixty National Governing Bodies (National Governing Bodies), thirty-three Local Sports Partnerships (LSPs) and athletes and teams directly.

In the Irish Sports Council budget 2008, €30m was allocated directly to sports bodies, €2.8m to Women in Sport and €9.5m to high performance sport. The work of the Irish Sports Council is guided by their current strategy, Building Sport for Life 2006-2008. The main strategic thrusts of the Irish Sports Council are participation and performance. The key targets for the Council are to increase the number of people participating in sport (1.5% increase for adults and 3% increase for children) and to measurably improve the performance of elite sports people in world-class sport (6 finalists in the Olympics and 12 finalists in the Paralympics). The Irish Sports Council will develop a new strategy for 2009-2011 later this year and as part of this process also develop its first Participation Strategy.

DEPARTMENT OF CULTURE, ARTS AND LEISURE (DCAL):

The Department of Culture, Arts and Leisure’s vision is of “a confident, creative, informed and vibrant community”. DCAL intends to realise this vision through the development of policies “to protect, nurture and grow Northern Ireland’s cultural capital by providing strategic leadership and resources for the promotion and sustainable development of the culture, arts and leisure sectors”.



DCAL plan to realise their vision by ensuring there is effective and efficient delivery and provision of the following:

- High quality culture, arts and leisure services
- Strategic leadership to the culture, arts and leisure services and
- Governance, oversight, probity and relationship management with DCALs delivery partners.

In relation to sport, DCAL has set the following strategic objectives:

- To help ensure the success of the Northern Ireland Strategy for Sport and Physical Recreation.
- To realise Northern Ireland benefits from 2012 Olympic and Paralympic Games and ensure a sustainable legacy.
- To help build a modern and efficient infrastructure.
- To deliver DCAL related reforms intended by the Review of Public Administration.

SPORT NORTHERN IRELAND: Sport Northern Ireland is currently engaged in developing a new overarching strategy for the development of sport in Northern Ireland, in conjunction with the Department of Culture, Arts and Leisure. The strategy outlines the vision of Sport Northern Ireland: “Through sport, to contribute to an inclusive, creative, competent, informed and physically active community”. In practice, this means Sport Northern Ireland creating and developing programmes and partnerships that will contribute to the following strategic objectives:

- Increased participation in sport and physical activity.
- Improved sporting performances.
- Improved efficiency and effectiveness in the administration of sport.

IRISH INSTITUTE OF SPORT:

The Irish Institute of Sport was established in July 2006, with the vision of providing world-leading service provision to elite Irish athletes and players. The mission of the Irish Institute of Sport is to produce sporting champions for Ireland. Its overall purpose is to create an environment which influences, supports and ensures that talented Irish athletes achieve sustained levels of excellence in sport. The Irish Institute of Sport is responsible for the coordination of sport science, sport medicine, and athlete career and lifestyle support and National Governing Body performance planning. In the near future it will be responsible for the delivery of the international carding scheme as well as elite coach support.

SPORTS INSTITUTE NORTHERN IRELAND:

The Sports Institute Northern Ireland is a partnership between Sport Northern Ireland and the University of Ulster. Sports Institute Northern Ireland aims to provide specialist services and key facilities for up to one hundred and twenty able-bodied and disabled, international and national, sports men and women, to improve their competitive capacity within the world's sporting arena.

COACHING IRELAND/NATIONAL COACHING AND TRAINING CENTRE (NCTC):

The NCTC was established in 1992 as the lead agency to improve the standard of coaching and performance across Irish sport. NCTC laid the groundwork for a new Irish coaching system through the National Coaching Development Programme (NCDP) 1 and 2 which has been delivered in partnership with National Governing Bodies (see Appendix 4 for progress in this). NCTC has been based in Limerick at the University of Limerick since its inception and provided support services to Ireland's athletes, coaches and National Governing Bodies. The NCTC has evolved to become Coaching Ireland and will operate on an all-island basis providing services to all relevant National Governing Bodies, agencies and individuals.

*"Sharing
experience"*

NEW DYNAMIC IN SPORT IN IRELAND

Sport in Ireland is operating in a different sporting, political and economic climate than the 1990s. The level of investment in sport in Ireland in the past 10 years has increased significantly. The quality of our sporting infrastructure, people employed and level of participation has also improved. This changing environment and economic climate presents opportunities and challenges for the development of coaching in Ireland and necessitates a clear plan for the future.

PARTICIPATION IN SPORT AND PHYSICAL ACTIVITY IN IRELAND

The Economic and Social Research Institute (ESRI), has conducted comprehensive research on participation in sport and physical activity and sporting trends in recent years. The most recent research conducted includes the following reports:

- 2008 Sporting Lives: Analysis of a Lifetime of Irish Sport
- 2007 SLÁN Survey of Lifestyle, Attitudes and Nutrition
- 2007 Ballpark Figures: Key Research for Irish Sports Policy

The recently launched SLÁN Survey of Lifestyle, Attitudes and Nutrition 2007 revealed 55% of the respondents to be physically active (taking part in thirty minutes or more of exercise or sport two to three times per week). 24% reported taking part in some activity but not enough to be considered physically active. The most common reason for those inactive was 'no time' other reasons for inactivity were ill health and lack of interest.

PARTICIPATION LEVELS IN NORTHERN IRELAND

The most recently available data indicates that 43% of the population (aged sixteen and over) claim some level of participation in sport and physical recreation in the last month. This contrasts with previous data (2003-04) that put participation at 44%, a percentage point decline over three years. This data only measures participation "at least once

in the last month”, contrasting with the recommendation of the Chief Medical Officers in the UK that “all adults should take part in a minimum of thirty minutes moderate intensity physical activity at least five times per week in order to achieve health benefits”.

ECONOMIC VALUE OF SPORT IN IRELAND

The ESRI (2005) assessed the social and economic value of sport in Ireland. The report was carried out by the ESRI to enhance knowledge of the social dimensions of sport in Ireland and their significance for public policy. The annual value was estimated as follows:

- **Volunteering:** €267 million. This was based on the value of the labour time provided by volunteers in sport.
- **Subscriptions to sports clubs:** €200 million.
- **Attendance at sports events:** €525 million. This includes purchase of tickets and the costs of attending matches.
- **Costs of playing sport:** €413 million. Including purchase of equipment.

The Department of Culture, Arts and Leisure allocated £7.4 million to sport for 2007-08. The figure will increase to £8.9 million in 2009, to £10.3 million in 2010 and in 2011, the figure will increase to £14.5 million.

ECONOMIC VALUE OF SPORT IN NORTHERN IRELAND

In 2006/07, the Sports Council commissioned the Sport Industry Research Centre to re-assess the economic contribution of sport. The picture of Northern Ireland is set out below.

- Consumer's expenditure on sport was £446.20m. This is an increase on the 1998 figure of £152.8m and £217.8m on the 1995 figure.
- Northern Ireland's sporting industry supports 13,700 jobs, which is an increase of 11% on the 1998 figure.
- The valued added or wealth created through, for example, wages and profits was £451.6m or 2.0% of gross domestic product. This has increased from the 1998 figure of 1.92%.
- Furthermore, the gross value added of 2.0% is greater than that of a similar UK region, North West England (1.8%) and England as whole (1.7%).

“Very simple: IMPROVEMENT”



Appendix 4: Summary Of Data On Coaching in Ireland

The following data is based on Coaching Ireland information up to June 2008:

Number of Coaches/Tutors Qualified

	Total
Number of Coaches Certified	51,265
Number of Tutors Trained	872

National Governing Bodies with NCDP Approved Courses

Sport	Int	L1	L2	L3	L4
Angling	✓				
Archery	✓				
Athletics	✓	✓	✓	✓	
Badminton	✓	✓	✓	✓	
Basketball	✓	✓			
Baton Twirling	✓				
Billiards & Snooker	✓	✓			
Bowls (Lawn)	✓				
Bowls (Road)	✓				
Boxing		✓			
Camogie	✓	✓			
Canoeing		✓			
Cerebral Palsy	✓				
Community Games	✓				
Cricket	✓	✓			
Cycling	✓	✓	✓		

Sport	Int	L1	L2	L3	L4
Equestrian	✓	✓	✓	✓	
GAA		✓			
Gymnastics	✓	✓	✓		
Handball	✓	✓			
Hockey	✓	✓	✓	✓	
Judo	✓	✓	✓		
Karate	✓				
Ladies Gaelic Football	✓	✓			
Martial Arts		✓			
Motor Cycle Sport	✓	✓			
Motor Sport	✓	✓			
Olympic Handball	✓	✓			
Orienteering	✓	✓	✓		
Pitch 'n Putt	✓	✓			
Racquetball	✓				
Rowing	✓	✓			

Sport	Int	L1	L2	L3	L4
Rugby	✓	✓	✓	✓	✓
Sailing	✓	✓	✓		
Soccer	✓	✓	✓	✓	✓
Special Olympics	✓				
Squash	✓	✓			
Swimming	✓				
Table Tennis	✓	✓	✓		
Taekwondo	✓				
Ten Pin Bowling	✓	✓			
Tennis	✓	✓	✓	✓	
Triathlon	✓	✓			
Tug of War	✓	✓			
Volleyball	✓	✓			
Weightlifting		✓	✓		
Wheelchair Sport	✓				
Wrestling	✓	✓			

Other National Governing Bodies may have developed additional coach, instructor and leader courses outside the NCDP.




Appendix 5: Coaching Ireland Policies

Coaching Ireland is the lead agency for coach education and development in Ireland. The key policies that guide their work and the implementation of the Coaching Development Programme for Ireland are (listed under each Strategic Theme):

I. DEVELOPING COACHING

- I.1 Implementation on an All-island Basis:** The strategy will be implemented on an all Ireland basis and in partnership with Irish Sports Council, Sport Northern Ireland, Irish Institute of Sport, Sports Institute Northern Ireland and National Governing Bodies. Each agency has indicated their full commitment to the strategy.
- I.2 CDPI Coaching Development Programme for Ireland:** The Coaching Development Programme for Ireland (CDPI) is designed to assist National Governing Bodies in the recruitment, education and deployment of coaches within their sport. The CDPI will consolidate the work completed to date in the National Coaching Development Programmes one and two, and will further develop and enhance the systems in place to ensure that quality education and support is provided for coaches in Ireland.
- I.3 Coach Education System:** The coach education system will be based on the specific needs of each sport within the parameters of the Coaching Ireland or UKCC accreditation. A memorandum of agreement will be developed and agreed by Irish Sports Council, Sport Northern Ireland and Coaching Ireland to promote cooperation between each agency.
- I.4 Raising the Status and Standard of Coaching:** Raising the status of coaches and coaching in Ireland is the primary objective of Coaching Ireland through implementation of the CDPI.
- I.5 Integrated into the Overall Sport System:** The coaching strategy will be aligned with the sport system in Ireland in which coaching is an integral part, incorporating, development, coaching and high performance and supported by sports administration and governance.
- I.6 Aligning with the Lifelong Involvement in Sport and Physical Activity (LISPA) Framework:** The LISPA framework is the overarching framework which will incorporate all levels of sport and physical activity, sport development and the socialisation process of sport in Ireland. The framework has been developed, in partnership, by key agencies North and South as the framework for participation in sport and physical activity in Ireland (ref. page 10). The coaching strategy has been developed in the context of this framework.
- I.7 European Coaching Framework:** Ireland has signed up to the European Coaching Framework recently presented by the European Coaching Council (ECC). Ireland will incorporate the ECC proposals and principles for the development of coaching and coach education in the CDPI. The proposals however will be adapted and modified to fit the sports systems and context in Ireland. The ECC proposals are incorporated into this strategy in the relevant places.
- I.8 UKCC & CDPI:** In the case of sports operating on an all-island basis under the two jurisdictions, the Ulster branch within the NGB will follow the policy on coach education of the parent NGB. Alignment of the two coach education systems will be completed and a memorandum of cooperative understanding will be drawn up and agreed for all National Governing Bodies in conjunction with Sports Councils and Coaching Agencies.

- 
- 1.9 **Coaching Children:** The coaching strategy is underpinned by the principle of good practice in coaching children. The strategy calls for the completion of the Code of Ethics as a pre-certification requirement at entry level in each sport.
 - 1.10 **Young People and Coaching:** The coaching strategy will provide an opportunity to introduce and promote coaching to young people by the introduction of a Coaching Skills for Young People course.
 - 1.11 **Tutor Training and Support:** Tutor training and support will be further developed and tutor qualifications will be included in the alignment with qualifications frameworks in Ireland and Europe.

2. IMPROVING ACCESS AND INCLUSION

- 2.1 **Disability and Inclusion:** The coaching strategy will be fully inclusive to acknowledge the coaching needs of all participants and performers including those with physical, sensory or learning disabilities, and for the person with a disability who wants to be a coach.
- 2.2 **Equity:** The coaching strategy will ensure that all people regardless of gender, age, ethnicity, ability, national origin, religion, socio economic status or sexual orientation will have the opportunity to participate in sport and have access to quality coaching, and to reach their full potential.

3. HIGH PERFORMANCE COACHING

- 3.1 **High Performance Coaching:** The development of high performance coaches in Ireland requires a long term integrated approach, incorporating best practice in the areas of education and training, coach support, and coach monitoring. The mechanism for delivery will involve effective partnerships between the key agencies.

4. RAISING STANDARDS

- 4.1 **Quality Assurance:** A commitment to quality is an underlying principle of the strategy. All aspects of the coaching system will be underpinned by quality assurance principles. Every coach will be licensed and the system will be accredited and aligned with the qualification frameworks in Ireland and Europe.
- 4.2 **Qualifications Framework:** A qualification framework for coaching will facilitate the transfer and recognition of qualifications across sports and countries by accreditation and alignment with the Qualification Frameworks in Ireland and Europe. Work has begun on the alignment of CDPI coaching awards with the National Framework of Qualification (Ireland) and with the European Qualifications Framework.
- 4.3 **Licensing:** A licensing system for coaches will be implemented on a phased basis for all coaches from level 2 and above. This will establish Ireland as a leader in Europe in quality assurance in coaching. A group will be established to examine the most effective way to implement licensing in Ireland. The licensing scheme will be designed, implemented and overseen by Coaching Ireland in conjunction with the National Governing Bodies.

5. SUPPORTING National Governing Bodies

- 5.1 **Sporting Environment:** The strategy takes account of the new sporting and coaching environment in Ireland today.
- 5.2 **Recognised National Governing Bodies:** The coaching strategy takes account of and serves all recognised national governing bodies in the Irish System including: indoor, outdoor, adventure, aquatic, Olympic and national sports. The implementation of services to National Governing Bodies will be agreed in conjunction with the Irish Sports Council and Sport Northern Ireland, Coaching Ireland and the National Governing Bodies.
- 5.3 **Whole Sport Planning:** This strategy is developed in the context of whole sport planning which means the development of a coaching plan within an NGB is in the context of the overall NGB strategic and technical plans; supported in a coordinated way by the Irish Sports Council, Sport Northern Ireland, Irish Institute, Sports Institute Northern Ireland and Coaching Ireland.
- 5.4 **Adventure Sport Framework:** The strategy fully integrates the new Adventure Sport Framework, bringing instructor qualifications and training under a common framework. The strategy incorporates the experiences and lessons learned from adventure sports in particular in the area of quality assurance.
- 5.5 **Sport Needs:** The coaching and coach education systems will take account of the unique needs of each sport within the system. CDPI frameworks can be made sport specific; and work on coaching and coach education will take place in the context of technical and coaching plans.

6. IMPLEMENTATION

- 6.1 **Standard Agreement:** A standard agreement will be developed between Coaching Ireland and National Governing Bodies and will set out roles, responsibilities and joint obligations. Each NGB and Coaching Ireland will also agree quality assurance policies and procedures.
- 6.2 **Mechanism for Delivery:** NCTC will evolve to Coaching Ireland, operating on an all-island basis and responsible for all aspects of coach education and support of coaches in local and regional sport. The Irish Institute of Sport and Sports Institute Northern Ireland will be responsible for providing support to high performance coaches.
- 6.3 **Coaching Strategy for Ireland:** The Coaching Strategy for Ireland will outline the vision, direction and road map for how coaching in Ireland will develop in the future.
- 6.4 **Strategic Plan for Coaching Ireland:** The strategic plan for Coaching Ireland will deal with the technical elements of the coaching system and a road map and plan for the organisation for the next four years, 2008 – 2012. The strategic plan will be supported by a series of clearly established annual operational plans.

"It is putting us, as coaches, in a position where we are all teaching from the same book which will be of great benefit to the athletes"

“IT IS MOVING IN THE
RIGHT DIRECTION AND IS
GAINING IN STRUCTURE
AND COHESION”

Appendix 6: Application Of The Coach Development Model

The application of the Coach Development Model by National Governing Bodies and the higher education sector has the following implications. The Coach Development Model is outlined on page 10.

APPLICATION BY NATIONAL GOVERNING BODIES

- Coaching levels and awards currently in place will continue to be recognised.
- Further developments will be based on NGB (sports-specific) frameworks which define coaching roles and levels of coach development for the sport. The knowledge, skills and competence for each role and level will need to be defined.
- NGB courses should optimise overlaps in knowledge, skills and competence between roles/levels.
- Coaches may operate in more than one role/level. The training requirements & transfer of training between each role/level will need to be identified in a sport.
- All-island National Governing Bodies may need to map CDPI/NGB coaching awards against UK Coaching Certificate (UKCC)/NGB awards for purposes of mutual recognition of coaching awards and movement of coaches on a north-south and east-west basis.

APPLICATION BY HIGHER EDUCATION AND OTHER PROVIDERS

- Universities/higher education institutions or public/private institutions/agencies that follow guidelines set by Coaching Ireland may also deliver coach education. The framework has three main strands, which are outlined below:



Figure 5: Outline Framework for the Recognition of Coaching Qualifications Between Strands

- **Co-operation between the strands:** Co-operation between these strands should take place with a view to maximising the quality of coach education and the maximisation of resources. Where joint-working occurs the parties should co-operate in all aspects of the education process, with early dialogue in the planning process, before delivery starts. If an organisation other than an NGB wants to develop a coach education course, it should be developed in partnership with the NGB (experts in their sport) and in accordance with Coaching Ireland recommendations.
- **Mutual recognition:** It is recommended that all strands should be recognised by the rest of the parties involved in the coach education process. The mechanism for this would be based on each strand demonstrating a clear link with the coaching roles, the levels of their development and the associated knowledge, skills and competence.
- Further developments will be based on NGB (sports-specific) frameworks which define coaching roles and levels of coach development for the sport. The knowledge, skills and competence for each role and level will need to be defined.

Appendix 7: CDPI Implementation Stages

The CDPI, formerly the National Coaching Development Programme (NCDP), aims to facilitate the development of coaching and coach education in Ireland. The programme operates in partnership with National Governing Bodies and other agencies to develop an internationally recognised coach education system.

CDPI 5 STAGE PROCESS

Following the signing of a Standard Agreement, a five-stage process has been devised to take National Governing Bodies through the implementation of the CDPI.

The stages are:

- Stage 1: Needs analysis and planning
- Stage 2: Course design and development
- Stage 3: Course delivery and review
- Stage 4: Quality assurance mechanisms
- Stage 5: Coach/tutor deployment, support and recertification/licensing

DESIGN AND DEVELOPMENT

1. The design and development of a coach education framework and courses in CDPI:
2. Meets the unique needs of the NGB and its coaches.
3. Is in line with the principles on which all Coaching Ireland programmes are based (i.e. player/athlete centred, outcome-based, theory and practice integrated into a practically oriented course, founded on adult learning principles).
4. Fully meets the quality-assurance mechanisms of the CDPI.
5. Is guided by a technical-liaison process (joint planning and review meetings between Coaching Ireland and the NGB).
6. Is subject to external review and to review by Coaching Ireland with the agreement of the NGB.

CDPI IMPLEMENTATION STAGES

Stage 1	Stage 2 (a)	Stage 2 (b)	Stage 3	Stage 4	Stage 5
Needs analysis and planning	Course Design (Planning)	Course Design (Preparation)	Course Delivery and Review	Quality Assurance Mechanism	Coach/tutor deployment, support, recertification, and licensing
1.1 Establish joint planning process with CI	2.1 Define action steps and time frame for course development	2.8 Apply NGB policies on tutor recruitment; identifying and training tutors for a pilot course	3.1 Organise & run the initial pilot course to test the course materials (syllabus, course outline, delivery materials) and delivery arrangements for the course (tutoring & administration)	4.1 Define & apply CI and NGB quality assurance procedures to NGB coaching / coach education system, include the appointment of personnel to operate them	5.1 Define the support and recertification / licensing of coaches and tutors; taking account of volunteer & paid roles in a sport
1.2 Nominate NGB coach education officer (CO)	2.2 Clarify the aims of one level of the coaching framework	2.9 Design a format for each session of the course	3.2 Collate and evaluate feedback from coaches, tutors and observers on all aspects of this course	4.2 Implement for all CDPI coach and tutor courses - course approval, course monitoring, tutor monitoring and coach certification procedures	5.2 Define and apply mechanisms for the recognition of current competence
1.3 Establish a coach education group consisting of coaches/tutors and other key NGB personnel	2.3 Identify what coaches need to be able to do (outcomes-knowledge, skills, competence) at this level, with reference to NGB LISPA and coaching frameworks	2.10 Prepare materials for tutors	3.3 Review and amend syllabus and course outline based on feedback	4.3 Agree with CI the period for which the course will be valid	5.2 Promote coach education in the sport and market and launch coach education courses, CPD and licensing
1.4 Outline & align NGB sport-specific framework LISPA and coaching frameworks	2.4 Write draft syllabus (with reference to NGB framework for sport and activity	2.11 Identify how the coaching skills will be practised and evaluated	3.4 Plan to deliver full pilot course	4.4 Be ready to proceed to the next level on the coaching framework	5.3 Conduct an annual review / audit and monitor tutor and coach recruitment and deployment, in line with NGB coaching plan objectives and NGB policies and procedures

Stage 1	Stage 2 (a)	Stage 2 (b)	Stage 3	Stage 4	Stage 5
1.5 Map existing tutor and coach deployment and support; and status of coach education system	2.5 Link outcomes to content and method of delivery in the form of a course outline	2.12 Review and refine assessment methods	3.5 Review and redraft tutor materials based on feedback		5.4 Monitor the impact of coaching initiatives on quality participation and performance in line with NGB strategic objectives
1.6 Develop NGB coaching plan, linked to NGB strategic objectives	2.6 Identify how coaches will be assessed	2.13 Prepare materials for coaches' manual	3.6 Review and redraft coach materials based on feedback		
1.7 Have in place budgetary procedures & identify funding and resources required and expenditure for ICDP	2.7 Submit draft syllabus, course outline & assessment; and review progress with CI, based on revised CI syllabus/ course approval process (to include a CI Board of Approval)	2.14 Design and develop course co-ordinators' pack	3.7 Brand course materials to be part of CDPI		
1.8 Develop an annual work programme			3.8 Finalise assessment methods		
1.9 Develop & agree with CI (defining roles & responsibilities of each), NGB coach education policies and procedures for all aspects of coach / tutor recruitment, education, deployment and support			3.9 Deliver and evaluate full pilot course		

NOTE: Stages 1 & 5 are directed at NGB officers/policy makers; Stages 2 and 4 are best supported by NGB coaching/technical personnel.





ROLES OF NATIONAL GOVERNING BODIES AND COACHING IRELAND IN THE CDPI

The following diagram graphically illustrates the role of National Governing Bodies and Coaching Ireland in the CDPI:

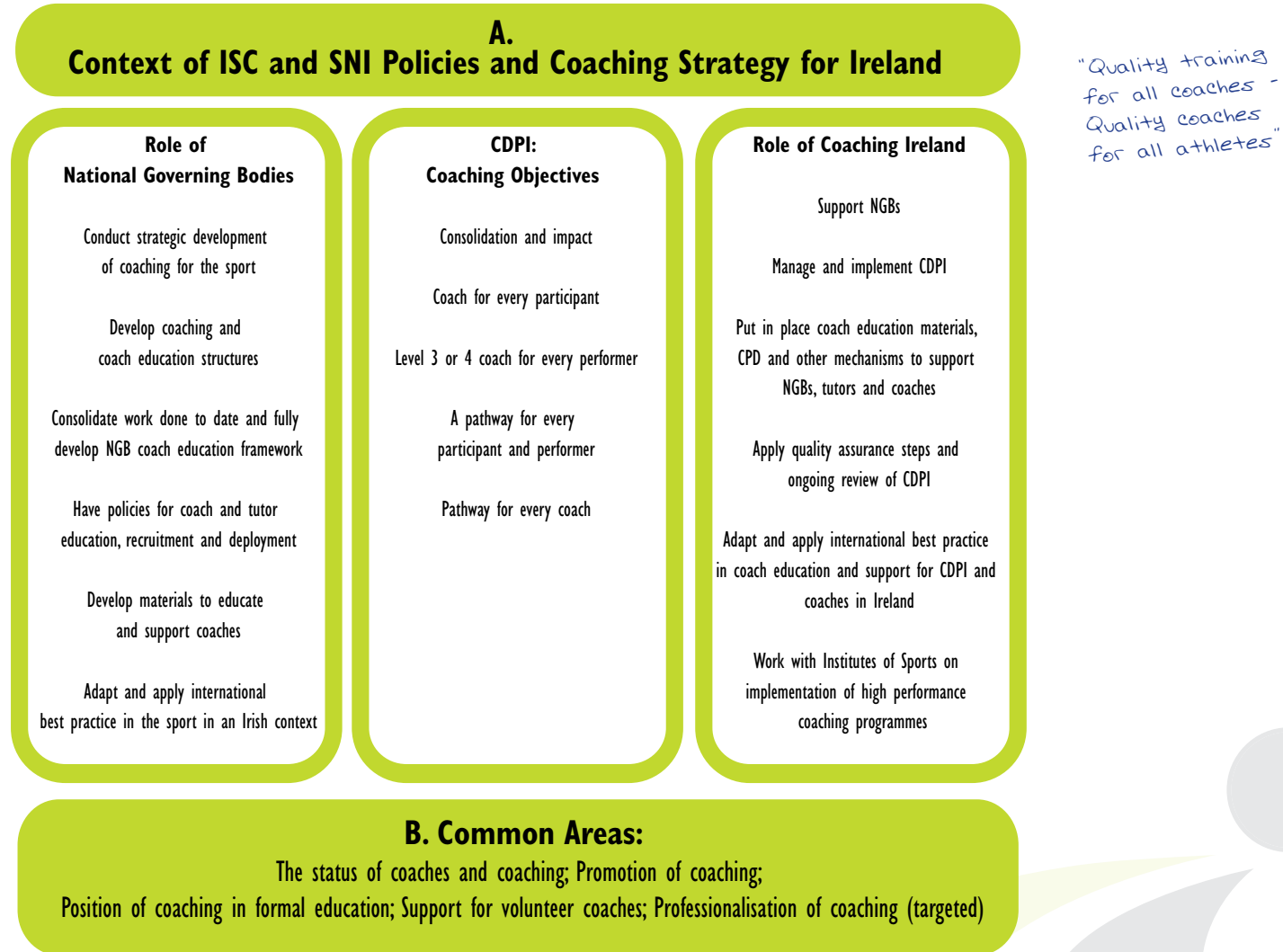


Figure 7: Role of National Governing Bodies and Coaching Ireland in the CDPI

Appendix 8: European Coaching Framework

Ireland has signed up to the European Coaching Framework (ECF) recently presented by the European Coaching Council (ECC). Ireland will incorporate the principles and recommendations presented in the framework into the Irish Coaching System, modifying them to fit the Irish context.

ELEMENTS OF THE ECF

The European Coaching Framework presents its proposals and recommendations on each of the following areas. The principles presented in each of the areas will be modified as needed and incorporated into the Coaching Strategy for Ireland:

- **Coaching Roles:** Four main coaching roles have been identified by the ECC, based on an analysis of the job market and the stages in the development of coaching expertise: Apprentice Coach; Coach; Senior Coach; Master Coach. These coaching roles will be aligned with the CDPI Levels 1-4.
- **Coaching Occupations:** Two standard coaching occupations have been identified to reflect the diversity in coaching at different stages of long-term models of involvement in sport/physical activity: Coach of Participation-Oriented Sportspeople and Coach of Performance-Oriented Sportspeople. These occupations will be taken into account in the Irish system, however will be modified for the Irish context.
- **Education of Coaches:** The education structure for coaches should be closely related to the coaching roles and the two occupations. A new Framework for the Recognition of Coaching Competence and Qualifications is proposed.
- **CDPI syllabus templates** will be reviewed and further developed to take account of the competences for the Participant & Performance Oriented Coach occupations and the stages in coach development.
- **Recognising Coaching Competence and Qualifications:** A system for the recognition of coaching qualifications between vocational and higher education sectors within each country is proposed. This principle has been accepted and a mechanism for mutual recognition of qualifications will need to be developed.
- **Recognition of Prior Learning and Current Competence:** Coaches carrying out their roles should have either completed a formal and recognised course of learning and/or had their prior learning and current competence formally assessed. This principle will be fully accepted in this strategy and will be incorporated into licensing and assimilation schemes.
- **Licensing:** the ECC recommends that every coach should hold a coaching license, as part of the process of moving coaching towards the status of a regulated profession. The Irish strategy fully supports this statement and is included in the Coaching Strategy.

Alignment between the European Qualifications Framework, National Framework of Qualification and CDPI / European Coaching Council Coaching Levels

- **Alignment with National and European Qualification Frameworks:** The ECC suggests alignment between the CDPI, the European Qualifications Framework and National Qualifications Framework in each EU member state. The Irish strategy will fully accept this principle and has begun work on aligning CDPI with the Irish NFQ at Levels 4-9 & EQF Levels 3-7 (see figure 8). The strategy will need to consider the NI and UK qualifications framework.
- **Higher Education Sector:** Closer links and a mechanism for incorporating third level education into the coaching system are proposed. This means ensuring qualifications have a sufficient practical element, are aligned with the NGB licensing system and that the qualifications adequately prepare coaches with skills necessary to coach. This principle will be accepted in the Irish strategy and needs further investigation.

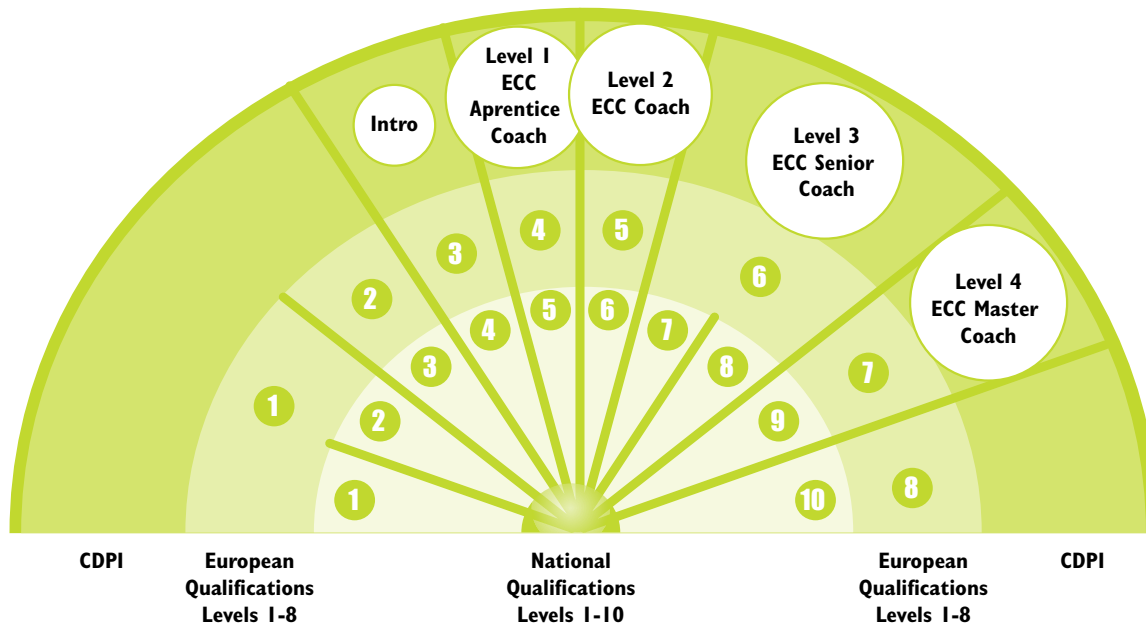


Figure 8: Proposed Alignment of ECC/CDPI Coaching Levels with National and European Qualifications Frameworks



"TO PROVIDE QUALITY SUPPORT TO THE PLAYER / ATHLETE TO ACHIEVE THEIR TRUE POTENTIAL WITHIN THEIR GIVEN FIELD OF PARTICIPATION AND PERFORMANCE THROUGH ENJOYMENT, CHALLENGE AND ACHIEVEMENT, AND TO PROVIDE A SYSTEM OF COACH EDUCATION THAT PRODUCES COACHES THAT ARE QUALIFIED AND HAVE THE COMPETENCIES TO ACHIEVE THIS GOAL"

EUROPEAN COUNCIL COMMITTEE PRINCIPLES FOR THE EDUCATION OF COACHES

The guiding principles for coaching in Ireland, which are outlined on page 13, incorporate the ECC principles which are:

The Purpose Of Coach Education: Developing effective, ethical and inclusive coaches is a central feature of coach education programmes, underpinned by appropriate theoretical content.

Competence To Do The Job: Coach education programmes will equip coaches with the competence to do the job.

The Coaching Process: The processes in coaching and coach education will be supported by national systems that acknowledge, encourage and value the coaching process; balanced with outcome/product driven objectives.

Learning Modes: The format of coach education programmes should include a range of learning modes, building up coaching expertise through a combination of practical experience, life-long experiences, formal training programmes and self-reflection.

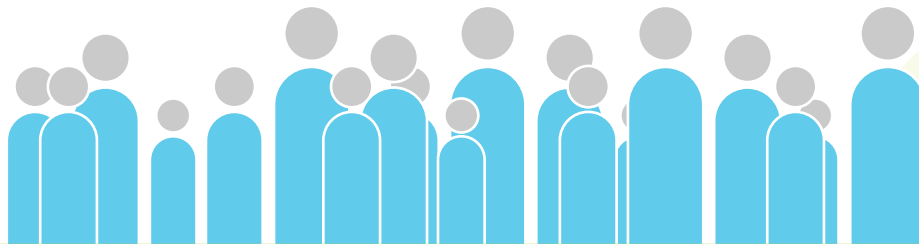
Athlete And Sportsperson Development: Coach education programmes will be designed so that the coach has the competencies to assist the athletes and sportspersons in achieving their goals throughout their appropriate stage(s) of personal and sporting development.

The Coaching Context: The context in which the coach works, and the potential roles of the coach, will be taken into account when designing courses (e.g. club, federation/association, school, regional, national, international levels). Coaching includes paid and unpaid aspects; and the retention of coaches is important.

Quality Assurance Systems: Coach education levels will be underpinned by systems of quality assurance and linked to national and European vocational qualification structures.

Recognition Of Coaching Qualifications: National and international federations, as well as the competent national authorities, have a central role in the education of coaches and tutors and in the recognition of coaching qualifications. Transparency, information and guidance will be provided.

"That anyone starting the coach education process will be given every opportunity to better him/herself"



Appendix 9: Coaching Strategy Consultation Details

A comprehensive consultation process was completed in the development of the strategy. The consultation process involved a series of meetings, workshops and surveys, which focused on getting the views of as many people as possible, involved in sport in Ireland. The consultation consisted of the following stages:

- Stage 1:** Series of NGB Consultation Meetings
- Stage 2:** Coaching Strategy Plenary Session
- Stage 3:** Online Surveys for National Governing Bodies, Coaches and Athletes / Players.

SUMMARY CONSULTATION DETAILS

The following is a summary of the range and detail of those consulted during the project:

Details	Consultation Meetings	Online Survey
National Governing Body	19	32
Agencies	7	
Coaches		1136
Players & Athletes		273
Plenary Sessions Dublin	52	
Plenary Sessions Belfast	25	

AGENCIES

■ Department of Arts, Sport and Tourism	Con Haugh
■ Irish Sports Council	John Treacy, Fiona Coyne
■ Irish Institute of Sport	Sean Kelly, Finbarr Kirwan, Gary Keegan
■ Sport Northern Ireland	Eamonn McCartan, Jill Poots, Ronnie Smyth
■ Olympic Council of Ireland	Stephen Martin
■ Paralympic Council of Ireland	Liam Harbison
■ Sports Institute Northern Ireland	Shaun Ogle

NATIONAL GOVERNING BODIES

■ Athletics Ireland	Gary Ryan, Coaching Director
■ Badminton Ireland	Donal O'Halloran, High Performance Coach
■ Basketball Ireland	Debbie Massey, CEO and Martin Hehir, Training Manager
■ Cricket Ireland	Jim Doran, Munster Cricket Union and Jim Bennett, Chairman of Youth and Coaching
■ Cycling Ireland	Gary McKeegan

■ Community Games	<i>Naoise Kelly, RTD Manager</i>
■ Cumann Camogaíochta na hÉireann	<i>Mary O'Connor, National Director of Camogie</i>
■ Football Association of Ireland	<i>Packie Bonner, Technical Director and Paul Hamill, Education Manager</i>
■ Gaelic Athletic Association of Ireland	<i>Pat Daly, Head of Games</i>
■ Horse Sport Ireland	<i>Alison Corbally, Education & Training Manager</i>
■ Irish Amateur Boxing Association	<i>Gary Keegan, Performance Director (also Technical Director IIS)</i>
■ Irish Amateur Rowing Union	<i>Pat McNerney, Coach Development Officer</i>
■ Irish Hockey Association	<i>Mick McKinnon, Coach Development Officer and Fiona Mills, National Development Officer</i>
■ Irish Sailing Association	<i>Tony Wright, ISA Training Manager and James O'Callaghan, Performance Director</i>
■ Irish Wheelchair Association	<i>Mairead Farquharson, Director of Wheelchair Sport and Ed Nyland, Education & Technical Officer</i>
■ Ladies Gaelic Football Association of Ireland	<i>Helen O'Rourke, CEO and Paula Prunty, National Development Officer</i>
■ Special Olympics Ireland	<i>Fiona Murray, Sports Training and Education Officer</i>
■ Swim Ireland	<i>Charlotte Parker, Director of Education and Development</i>
■ Tennis Ireland	<i>Roger Geraghty, Director of Development</i>

STRATEGIC ADVISORY GROUP MEMBERS

The following are the members of the Strategic Advisory Group:

■ Stephen Aboud	Irish Rugby Football Union
■ Packie Bonner	Football Association of Ireland
■ Fiona Coyne	Irish Sports Council
■ Liam Harbison	Paralympic Council of Ireland
■ Peter Horgan	Gaelic Athletic Association
■ Gary Keegan	Irish Amateur Boxing Association and Irish Institute of Sport
■ Sean Kelly	Irish Institute of Sport
■ Finbarr Kirwan	Irish Sports Council
■ Deirdre Lavin	Sligo Sport and Recreation Partnership
■ Ursula McPherson	Adventure Sports
■ Michael McGeehin	National Coaching and Training Centre
■ Niamh Murphy	Waterford Institute of Technology
■ Declan O'Leary	National Coaching and Training Centre
■ Charlotte Parker	Swim Ireland
■ Jill Poots, Ronnie Smyth	Sport Northern Ireland
■ Gary Ryan	Athletics Association of Ireland
■ Eugene Young	Ulster Gaelic Athletic Association

NATIONAL GOVERNING BODIES, AGENCIES AND ORGANISATIONS CONSULTATION DETAILS

The following is a comprehensive list of the National Governing Bodies, agencies, and organisations consulted with during the project:

National Governing Body	Consulting Meeting	Plenary Session	Survey Response
1. Angling Council of Ireland		✓	
2. Athletes Ireland	✓		
3. Badminton Ireland	✓		✓
4. Basketball Ireland	✓	✓	✓
5. Baton Twirling Sport Association of Ireland			✓
6. Canoe Union of Ireland		✓	✓
7. Comhairle Liathroid Laimhe na hEireann		✓	
8. Community Games	✓	✓	
9. Cumann Camogaíochta na hEireann	✓	✓	✓
10. Cycling Ireland	✓	✓	
11. Football Association of Ireland	✓		✓
12. Gaelic Athletic Association of Ireland	✓	✓	✓
13. Golfing Union of Ireland		✓	
14. Horse Sport Ireland	✓		
15. Irish Amateur Archery Association			✓
16. Irish Amateur Boxing Association	✓		✓
17. Irish Amateur Weightlifting Association		✓	✓
18. Irish Cricket Union	✓	✓	
19. Irish Fencing Federation		✓	
20. Irish Hockey Association	✓	✓	
21. Irish Judo Association		✓	
22. Irish Ladies Golf Union			✓
23. Irish Martial Arts Commission			✓
24. Irish Orienteering Association		✓	
25. Irish Rugby Football Union	✓	✓	✓
26. Irish Sailing Association	✓	✓	✓
27. Irish Table Tennis Association Limited		✓	✓
28. Irish Taekwondo Union		✓	
29. Irish TenpinBowling Association			✓
30. Irish Tug-Of-War Association		✓	
31. Irish Waterski Federation			✓

National Governing Body	Consulting Meeting	Plenary Session	Survey Response
32. Irish Wheelchair Association	✓		✓
33. Ladies Gaelic Football Association of Ireland	✓	✓	✓
34. Motor Sport Ireland			✓
35. Mountaineering Council of Ireland		✓	✓
36. Official National Association of Karate Associations of Ireland		✓	
37. Pitch and Putt Union of Ireland		✓	✓
38. Special Olympics of Ireland	✓	✓	✓
39. Swim Ireland	✓	✓	✓
40. Tennis Ireland	✓	✓	
41. Triathlon Ireland			✓
TOTAL	19	27	25

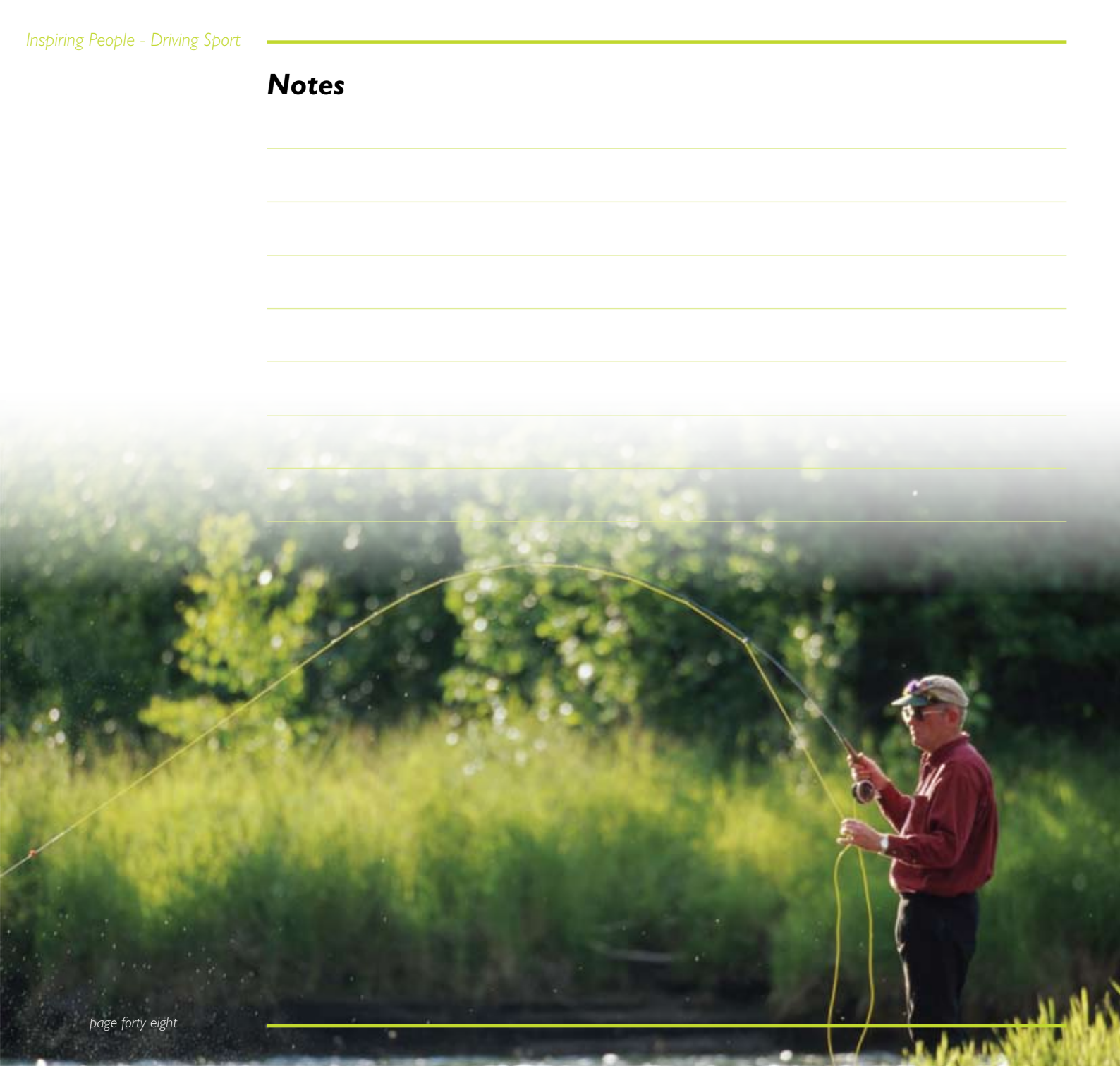
Agencies	Consulting Meeting	Plenary Session	Survey Response
1. Department of Arts, Sport and Tourism	✓		
2. Federation of Irish Sports	✓	✓	
3. Irish Institute of Sport		✓	
4. Irish Sports Council	✓	✓	
5. National Coaching and Training Centre		✓	
6. Olympic Council of Ireland	✓		
7. Paralympic Council of Ireland	✓		✓
8. Sports Institute Northern Ireland	✓		
9. Sport Northern Ireland	✓		

Organisations	Consulting Meeting	Plenary Session	Survey Response
1. County Cork Sports Partnership		✓	
2. Donegal Sports Partnership		✓	
3. Fingal Sports Partnership		✓	
4. Irish Bowls Coaching Association		✓	
5. Mayo Sports Partnership		✓	
6. Sligo Sport and Recreation Partnership		✓	
7. University College Dublin		✓	
Total Agency and Organisation	7	11	1
Total	26	38	26

ACKNOWLEDGMENTS

Coaching Ireland and ASMT would like to thank all those who participated in the consultation for their invaluable contribution to the strategy.

Notes



***Inspiring People -
Driving Sport***

