



SPORT
IRELAND
COACHING

SPORT IRELAND

COACHING PLAN 2020-2025



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OUR VISION

Good coaching makes **the** difference



OUR MISSION

- A trained and qualified coach for every participant, player or athlete
- Relevant and accessible education, training, qualifications and support for every coach.
- Common national standards for coaching education, training and awards

OUR GOALS

Sport Ireland Coaching will work with our partners to:

1. Lead in the development of the sports coaching system
2. Raise the standard of, and recognition for coaches and coaching
3. Support the development and delivery of more training and learning opportunities for all coaches and to make these more relevant and accessible
4. Implement appropriate & accessible supports for new as well as experienced coaches
5. Be a leader in the delivery of education and training in the sports coaching sector



INTRODUCTION

Coaching and coaches¹ are fundamental to all areas of sport, from a beginner trying out sport for the first time to a high performance athlete preparing for the Olympics.

Coaches are key agents in ensuring a quality experience for existing and new participants in sport; working with people of all ages and abilities to nurture and develop potential and acquire skills.

In **The National Sports Policy 2018-2027** (p.66) sport-related volunteering activity is estimated to have an economic value of between €322 million and €582 million per annum. More than 1 in 3 adult volunteers regularly involve themselves with coaching in sport (Social & Economic Value of Sport in Ireland 2005, p.28). The role, capacity, capability and circumstances of coaches can vary considerably, from unpaid volunteers to part time and full time roles;

from coaches in clubs at local level to development officers to high performance coaches.

The **Sport Ireland Strategy 2019-2020** (p.9) is based on three pillars.

- Participation (lifelong and inclusive sport),
- Performance (playing & competing at a level appropriate to ability) and
- High Performance (reaching Ireland's potential at the highest levels of international competition).

Coaches play a key role in the delivery of goals/ actions related to each of these pillars.

Sport Ireland Coaching has the lead role in developing coaching in Ireland. We work with a wide range of stakeholders including other Sport Ireland units, National Governing Bodies, Local Sports Partnerships, further and higher education, health sector, funded organisations like CARA and the wider sports sector on an all-island basis. This is done primarily through the Coaching Development Programme for Ireland (CDPI) by raising the profile, standards, and status of coaching. While this work has led to significant improvements, some challenges remain.

¹ In this document, the term "coach" is used in the widest sense to include coaches, instructors and leaders working with participants in competitive and non-competitive sport, physical activity and outdoor recreation. Where policy or actions listed in this plan do not apply only to these roles, the term "coach" also encompasses coach and instructor developers.

This Coaching Plan sets our objectives for the period 2021-2025 and signposts how we aim to engage with and work alongside the many stakeholders in sport to address these challenges.

Diversity & Inclusion

To ensure that Irish sport can involve all those with the initiative, skills and competencies to coach well, we must broaden the coaching base to include more women, individuals from lower socio-economic backgrounds and those with a disability which would help to stimulate a higher level of active participation among these groups. The coaching sector should be inclusive and reflect the population's diversity in terms of gender, ethnicity, sexuality, religious beliefs and economic circumstances.

Holistic Approach

While coaching is central to player/athlete improvement, we also know that improving health and fitness, controlling weight, having fun and spending time with friends and family are important as motivations for the majority of adults who take part in sport. We should facilitate and encourage the development of strong interpersonal skills in all coaches and recognise that these are particularly important at the foundation levels of sports participation for children and beginners. These skills can be used by coaches across different sports and areas of their life and career. Qualified coaches and

sports development officers should be encouraged to develop physical literacy, a love of being active and the fundamental/foundational skills that underpin a range of sports in those they coach, which will support participation in sport and physical activity throughout life.

Education & Development

How people engage as volunteers in sport is changing and we have to find new and broader ways to provide training and development opportunities for coaches that are inclusive and accessible. This will require the development of technological solutions that facilitate blended learning and support the coaching community. This will help reach new audiences, engage potential coaches in different ways and promote communities of practice and mentoring for club coaches, empowering and enabling them to share learning and experiences and continuously improve. As an example, initiatives like the Community Sport Hubs provide us with opportunities to make coaching courses more accessible to a wider range of people. The provision of appropriate education and training opportunities should also enable better coaching of people with disabilities.

Quality

Sport in Ireland is developing and growing at all levels and needs to be underpinned by a quality, responsive and dynamic approach to coaching. Inspiring coaches are an essential component in the development and experience of sport.

Culture

Being a coach, and being coached, should be an enjoyable, fulfilling experience for everyone and a defining characteristic of Irish sport. The creation of a national sports culture depends, in a large part, on a strong and healthy culture of coaching.



THE CONTEXT

The National Sports Policy 2018 – 2027 sets out a Vision for Irish Sport with 57 actions to transform the Irish Sporting landscape over the next decade.

Coaching is referenced in a number of actions within the National Sports Policy. These actions are identified at the end of this document. The most significant of these is Action 30. The development of this Coaching Plan reflects the actions identified in the National Sports Policy.

NATIONAL SPORT POLICY - ACTION 30

Sport Ireland Coaching will develop a new coaching plan by end 2019. It will seek to address the issues identified here around encouraging greater diversity among the coaching workforce, making coaching qualifications at entry level more adaptable so that coaches can work across a range of sports and physical activities. It will also place a greater focus on behaviour and attitudes rather than pure technical skills at entry level, promoting the greater use of technology in coach education, as well as coaching for people with disabilities.

The Sport Ireland Statement of Strategy 2018 - 2022 sets out the following objectives for Coaching.

- A fully developed coaching development programme in over 60 National Governing Bodies
- To ensure accreditation of coaching qualifications in line with the National Framework of Qualifications and the QQI
- To develop Sport Ireland as the lead agency for sports education in Ireland

Other policies published by Sport Ireland have been, and will be, supported within the Coaching Plan including but not limited to; High Performance Policy, Participation Policy, Women in Sport Policy, Diversity & Inclusion Policy, Outdoors Policy.

Ireland has adopted, and adapted, the Council of Europe's definition where "sport means all forms of physical activity which, through casual or organised participation, aims at expressing or improving physical fitness and mental wellbeing, forming social relationships or obtaining results in competition at all levels." Our adaptation has resulted in two separate strands, namely 'recreational sport' and 'competitive sport'.

These have been defined in the Sport Ireland Act, 2015 as follows:

- *"recreational sport' means "all forms of physical activity which, through casual or regular participation, aim at – (a) expressing or improving physical fitness and mental wellbeing, and (b) forming social relationships;"* and

- *"competitive sport' means "all forms of physical activity which, through organised participation, aim at – (a) expressing or improving physical fitness, and (b) obtaining improved results in competition at all levels".*

For recreational sport, the emphasis is on fitness, wellbeing and forming social relationships. It can be undertaken formally or informally and covers a wide range of activities such as recreational walking; cycling for leisure; canoeing or kayaking; exercising in a gym; playing tennis or 5-a-side soccer with friends; playing camogie on the local green, etc. Competitive sport is primarily about performance and results. It involves more structured participation in leagues or tournaments usually organised around school or club structures. There is a strong emphasis on coaching allied to periods of intense, high-level training.

DEFINITIONS OF PROCESS AND ROLES

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

Coaches are the qualified persons who plan and deliver sports training, by applying demonstrable skills and knowledge, for performance, recreation or healthy goals in a safe manner.

An **instructor** facilitates skill development to allow independent participation in the activity or participation under minimal supervision.

A **leader** leads or guides participants in safe & enjoyable participation in sports and activities. While a leader equips participants with the necessary skills and knowledge to allow safe participation in that activity, they do not intentionally develop skills and knowledge to allow independent participation in the activity.

A **qualified coach, instructor or leader** has demonstrated that they have met defined standards of knowledge, skills and practice.

A **Coach Developer or Instructor Developer** leads the education and training of coaches or instructors and supports them as they learn and develop.

In this document, the term “coach” is used in the widest sense to include coaches, instructors and leaders working with participants in competitive and non-competitive sport, physical activity and outdoor recreation. Where policy or actions listed in this plan do not apply only to these roles, the term “coach” also encompasses coach and instructor developers.

THE COACHING DEVELOPMENT PROGRAMME FOR IRELAND

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

There are over 60 National Governing Bodies engaged in the programme, training and certifying 25,000 coaches each year on 130 different accredited Coach and Instructor awards. Since its inception in 1993, over 222,000 people have been trained and certified as coaches through the programme. In 2020 a review of the CDPI was conducted.

The CDPI currently consists of two “Frameworks” each of which set out core common knowledge & competencies for coaches, instructors and leaders working across different sports, activities and environments.

They are:

- Sports Coach Development Framework
- Adventure Sport Instructor and Leader Frameworks

The frameworks include the skills required by the Coach and Instructor Developers who lead and support the development of coaches and adventure sports instructors.



COACHING PLAN DELIVERY

Delivery of the plan will demand collective team effort from all agencies involved in delivering coaching in Ireland. Strong and positive action is needed to put participants, performers and coaching at the centre of sports development.

Sport Ireland Coaching will be reorganised into the following areas for implementation and delivery of the Coaching Plan:
Leadership, Research & Innovation, Partnerships, Education & Training, Coaching Communities.



| POLICY GOALS | | POLICY ACTIONS | | PERFORMANCE INDICATORS | | Lead Operational Area | Working with... |
|--------------------------------|--|----------------------------|--|-------------------------------------|--|-----------------------|---------------------------------------|
| Sport Ireland Coaching will... | | To achieve this we will... | | We will have achieved this when.... | | | |
| 1 | Lead and develop the sports coaching system | 1 | Review the Coaching Development Programme for Ireland and implement actions arising | 1 | A revised version of the CDPI has been published and disseminated | L | |
| | | | | 2 | An implementation plan has been developed, integrated into the coaching plan, resourced and actioned. | L | |
| | | 2 | Ensure there are appropriate & effective development opportunities and support structures for high performance coaches integrated into the CDPI. | 1 | Working in partnership with key stakeholders, a strategy for the long term development and support of coaches working with high performance teams, players and athletes has been developed, resourced and actioned. | L | HP NGBs SI Institute SI HP Unit |
| | | | | 2 | Specific programmes/initiatives to increase women coaching in High Performance are implemented | E&T | HP NGBs SI WIS SI Institute |
| | | | | 3 | NGBs and coaches are engaging with the high performance coaching development & support programme. | E&T | HP NGBs SI Institute |
| | | 3 | Lead and support NGBs, LSPs and other strategic organisations in the development and delivery of quality coach education, training and support. | 1 | We have reviewed, and if necessary revised, how we interact with the different types and nature of stakeholders in the CDPI to ensure that we continue to provide appropriate and accessible supports to each organisation as they develop and deliver quality coach education, training and support to coaches. | P | NGBs LSPs SI Participation |
| | | | | 2 | We have robust effective policies, processes and systems to support all elements of the CDPI (QA, CD Training, Programme validation, CPD); and that these are being implemented and continuously improved. | E&T | SI E&T |
| | | | | 3 | Advocate for and promote the important role of coaches and coaching in Irish sport. | CC | NGBs SI Coms Unit |
| | | | | 4 | We are working with NGBs and SI NGB Unit to increase level of financial support for NGBs actively and constructively engaged in the CDPI. | | NGBs SI NGB Unit |
| | | 4 | Ensure that all coaches have access to information, training and resources on physical literacy appropriate to their sport and role. | 1 | All coaches have access to information, training and resources on physical literacy appropriate to their sport and role. | E&T | |

Operational Areas: L – Leadership | R&I – Research & Innovation | P – Partnerships | E&T – Education & Training | CC – Coaching Communities

| POLICY GOALS | | POLICY ACTIONS | | PERFORMANCE INDICATORS | | Lead Operational Area | Working with... |
|--------------------------------|--|----------------------------|---|-------------------------------------|--|-----------------------|------------------------|
| Sport Ireland Coaching will... | | To achieve this we will... | | We will have achieved this when.... | | | |
| 1 | Lead and develop the sports coaching system | 5 | Lead the development and implementation of initiatives to recruit, train and retain more female coaches and coach developers. | 1 | The barriers to and causes for women not becoming coaches have been identified. | R&I | SI WIS |
| | | | | 2 | A range of initiatives to enable and support NGBs and LSPs to recruit, train and retain more female coaches and coach developers has been developed and implemented. | CC | NGBs SI WIS |
| | | | | 3 | All NGBs engaged in the CDPI have in place specific plans to support the recruitment, development and retention of female coaches, including into high performance programmes. | P | NGBs SI WIS |
| | | 6 | Work with NGBs and LSPs to increase the numbers of coaches and coach developers with disabilities and from minority communities. | 1 | Coaching and coaches are addressed in the Sport Ireland Inclusion Plan. | L | |
| | | | | 2 | There is a robust system being used to measure and track numbers of coaches with disabilities and minority communities across all sport. | R&I | |
| | | | | 3 | There is an ongoing campaign to encourage those with disabilities and from minority communities to become coaches. | CC | NGBs SI Coms Unit |
| | | | | 4 | There are generic and sport specific resources accessible to support all coaches with disabilities and those from minority communities. | E&T | CARA |
| | | 7 | Ensure that there are appropriate communications and information systems available to support the implementation and promotion of the CDPI by all stakeholders including coaches, clubs, NGBs and Sport Ireland | 1 | A new coaching database has been implemented that supports the ongoing certification of coaches, continuous coach development and effective communication with and between Sport Ireland, coaches, NGBs, LSPs and other relevant stakeholders. | L | SI ICT |
| | | | | 2 | Resources and supports for the use of Communications and Information Technology in the development and ongoing support of coaches have been made available to coaches, NGBs and other relevant stakeholders. | CC | NGBs |
| | | | | 3 | A web based coaching resource portal/hub/library is available to all Irish coaches to help them access relevant and/or Irish coaching related information, articles and materials | CC | SI ICT SI Coms Unit |
| | | | | 4 | All programmes, syllabi & materials relating to NGB programmes on the CDPI are publicly available. | E&T | |

Operational Areas: L – Leadership | R&I – Research & Innovation | P – Partnerships | E&T – Education & Training | CC – Coaching Communities

| POLICY GOALS | | POLICY ACTIONS | | PERFORMANCE INDICATORS | | Lead Operational Area | Working with... |
|--------------------------------|--|----------------------------|--|-------------------------------------|---|-----------------------|--|
| Sport Ireland Coaching will... | | To achieve this we will... | | We will have achieved this when.... | | | |
| 1 | Lead and develop the sports coaching system | 8 | Lead the development of resources and supports for clubs and other local organisations in the recruitment, training and management of coaches and disseminate this information to grass roots organisations. | 1 | Resources and supports are available to assist clubs and local organisations in the recruitment, training, management retention and support of people as coaches from across our society. | CC | NGBs LSPs SI Participation SI WIS |
| | | 9 | Facilitate ongoing communication with, and development of, key coaching personnel, such as Coaching Managers and Coaching Development Officers, from key stakeholder organisations. | 1 | Regular connections with and between Coaching Managers and Coaching Development Officers are being facilitated by Sport Ireland. | P | NGBs |
| | | | | 2 | Coaching Managers and Coaching Development Officers are accessing training and education opportunities facilitated by Sport Ireland and based around individual needs/development plans. | E&T | NGBs SI OD&C |
| | | | | 3 | NGBs are sharing information, knowledge and experiences gained in their coaching programmes. | P | NGBs |
| | | 10 | Work with national and international bodies and agencies to ensure that we have access to the best research and ideas. | 1 | Engage with National, European and International partners and take part in coach and sport education projects and research | R&I | |
| 2 | We are facilitating the dissemination information and ideas generated from projects, research and practice to all Irish coaches. | | | CC | | | |
| 11 | Develop Sport Ireland Coaching Unit's Capacity as the competent agency leading the development of coaching and coaches in Ireland. | 1 | In the context of the CDPI Review and this coaching plan, ensure the Sport Ireland Coaching Unit has a fit-for-purpose structure and the resources necessary to carry out its work | L | Coaching Cmte SI Board SI Finance SI HR | | |

Operational Areas: L – Leadership | R&I – Research & Innovation | P – Partnerships | E&T – Education & Training | CC – Coaching Communities

| POLICY GOALS | | POLICY ACTIONS | | PERFORMANCE INDICATORS | | Lead Operational Area | Working with... |
|--------------------------------|--|----------------------------|---|-------------------------------------|--|-----------------------|-------------------------------------|
| Sport Ireland Coaching will... | | To achieve this we will... | | We will have achieved this when.... | | | |
| 2 | Raise the standard of, and recognition for, coaches | 1 | Maintain relevant frameworks supporting common standards for the qualification of coaches in Ireland. | 1 | We have reviewed and revised the coach, instructor and leader frameworks within the CDPI. | E&T | NGBs |
| | | | | 2 | Agree the adoption of the revised CDPI Framework with NGBs and other stakeholders. | P | NGBs |
| | | 2 | Support NGBs and other strategic organisations in the planning, delivery and certification of quality assured coach development programmes. | 1 | Engage with NGBs and LSPs in a standardised annual needs analysis and planning process; and using agreed metrics, an agreed annual reporting process. | P | NGBs LSPs |
| | | | | 2 | Provide Sport Ireland Coaching support services to NGBs and LSPs based on the agreed plan; and report on the work conducted. | P | NGBs LSPs |
| | | | | 3 | Implement documented Sport Ireland quality assurance policies and procedures, based on the needs/capacity of Sport Ireland, NGBs and LSPs. | E&T | SI E&T |
| | | | | 4 | Engage with other stakeholders (Further/Higher Education providers) in the planning, delivery and certification of quality assured coach development programmes and opportunities. | E&T | Further /Higher Education Providers |
| | | 3 | Support the certification of quality assured coach education programmes and maintain a national register of coaches | 1 | Have a fully described Quality Assurance system being used by all stakeholders to support the development, delivery and certification of all programmes under the CDPI. | E&T | SI E&T |
| | | | | 2 | Have a national register of qualified coaches and coaching qualifications accessible by all relevant stakeholders including coaches and clubs. | E&T | SI ITC |
| | | 4 | Develop and implement strategies to improve the non-technical or cognitive skills needed by coaches, particularly at entry level. | 1 | Sport Ireland Coaching and NGBs have agreed and developed resources focussing on the non-technical or cognitive skills needed by coaches. | R&I | NGBs |
| | | | | 2 | Sport Ireland Coaching, NGBs and LSPs are using the resources. | E&T | NGBs LSPs |
| | | | | 3 | Sport Ireland Coaching, NGBs and LSPs have promoted the importance of the non-technical or cognitive skills needed by coaches, particularly at entry level. | CC | NGBs LSPs |

Operational Areas: L – Leadership | R&I – Research & Innovation | P – Partnerships | E&T – Education & Training | CC – Coaching Communities

| POLICY GOALS | | POLICY ACTIONS | | PERFORMANCE INDICATORS | | Lead Operational Area | Working with... | |
|--------------------------------|---|----------------------------|--|-------------------------------------|--|-----------------------|-----------------|--|
| Sport Ireland Coaching will... | | To achieve this we will... | | We will have achieved this when.... | | | | |
| 2 | Raise the standard of, and recognition for coaches | 5 | Help NGBs identify and describe technical skills required by coaches within different roles and how to measure these. | 1 | Sport Ireland Coaching and NGBs have engaged on defining and describing the technical skills required by coaches within different roles and how to measure these. | R&I | NGBs | |
| | | | | 2 | Resources and supports have been developed to support the skills identification and measurement tools. | R&I | NGBs LSPs | |
| | | | | 3 | The resources and supports have been promoted and made available to NGBs, LSPs, clubs, coach developers and coaches. | CC | NGBs LSPs | |
| | | 6 | Continue to facilitate the alignment of awards on the CDPI with the National Framework of Qualifications. | 1 | The Coach Developer Programme is included on the National Framework of Qualifications. | E&T | QQI SI E&T | |
| | | | | 2 | Sport Ireland are supporting the delivery of those Coach Awards already included on the National Framework of Qualifications. | E&T | | |
| | | | | 3 | Sport Ireland has made progress towards becoming a designated "Listed Awarding Body". | E&T | QQI | |
| | | | | 4 | Sport Ireland are facilitating the inclusion of "Minor" and "Major" Awards in sport and coaching on the NFQ. | E&T | QQI | |
| | | 7 | Ensure that the people developing and delivering coach education and training have the skills, knowledge, resources and support they need. | 1 | The Coach Developer Programme has been reviewed to ensure it provides the appropriate skills, knowledge, resources and support needed by Coach Developers to deliver coach education and support programmes. | R&I | NGBs | |
| | | | | 2 | A range of development opportunities are available to, and being accessed by, all active Coach Developers. | E&T | NGBs LSPs | |
| | | | | 3 | There is a team of Coach Developer Trainers sufficient for, and capable of, supporting the Coach Developer programme. | E&T | | |
| | | 8 | Develop and implement a communication strategy promoting the role of coaches and coaching and the value to sport and society. | 1 | Working with Sport Ireland Communications Unit, a communication strategy promoting the role and value of coaches and coaching to sport and society has been developed, resourced and implemented. | CC | SI Comms | |

Operational Areas: L – Leadership | R&I - Research & Innovation | P – Partnerships | E&T – Education & Training | CC – Coaching Communities

| POLICY GOALS | | POLICY ACTIONS | | PERFORMANCE INDICATORS | | Lead Operational Area | Working with... | |
|--------------------------------|--|----------------------------|---|-------------------------------------|---|-----------------------|----------------------|--|
| Sport Ireland Coaching will... | | To achieve this we will... | | We will have achieved this when.... | | | | |
| 3 | Support the development and delivery of more training and learning opportunities for all coaches and to make these more relevant and accessible | 1 | To promote and support the use of technology to improve access to coach education and to support coaches in their practice. | 1 | Sport Ireland Coaching is providing leadership and support to programme design and delivery utilising online and blended learning. | E&T | | |
| | | | | 2 | A common Learner Management Platform / Learning Management Software is available and deployed for the delivery of online & blended learning across Sport Ireland. | E&T | SI ICT | |
| | | | | 3 | The Sport Ireland database tracks all learners and learning delivered through or certified by Sport Ireland, including relevant CPD. | E&T | NGBs LSPs | |
| | | | | 4 | Sport Ireland is providing information and support to coaches using technology to assist and support them in their coaching practise. | CC | NGBs | |
| | | 2 | To work with NGBs and LSPs in the development and implementation of opportunities for coaches to continually develop and enhance their practice. | 1 | A national approach has been developed and agreed with NGBs and LSPs describing how we will work together to support coaches to continually develop and enhance their practice. | P | NGBs LSPs | |
| | | | | 2 | Resources are available to support the agreed approach to the continuing support of coaches. | L | SI Finance | |
| | | | | 3 | All key stakeholders are active in implementing the approach. | P | NGBs LSPs | |
| | | 3 | Develop and implement policies, and if appropriate processes, supporting the accreditation and tracking of ongoing learning and development activities for Coaches across sports. | 1 | National policy on the need or requirement for coaches to undertake ongoing learning & development and its role in registration as an accredited coach has been developed, published and implemented. | L | NGBs | |
| | | | | 2 | Coaches are engaging with a suite of generic - cross sport coach development activities facilitated by Sport Ireland Coaching but run through stakeholder organisations. | E&T | NGBs LSPs CARA | |
| | | | | 3 | A process for accreditation of sport/NGB specific on going coach learning and development has been developed, integrated into the CDPI and implemented. | E&T | NGBs | |

Operational Areas: L – Leadership | R&I - Research & Innovation | P – Partnerships | E&T – Education & Training | CC – Coaching Communities

| POLICY GOALS <i>Sport Ireland Coaching will...</i> | | POLICY ACTIONS <i>To achieve this we will...</i> | | PERFORMANCE INDICATORS <i>We will have achieved this when....</i> | | Lead Operational Area | Working with... |
|---|--|---|--|--|---|-----------------------|--------------------------|
| 3 | Support the development and delivery of more training and learning opportunities for all coaches and to make these more relevant and accessible | 4 | Lead the development and implementation of programmes aimed at improving the skills, knowledge and competencies of coaches working with children and young people. | 1 | A comprehensive suite of supports for NGBs, clubs, coaches and parents working with children and young peoples in sport has been developed and launched. | R&I | NGBs LSPs SI Comms |
| | | | | 2 | Appropriate education and training is available to all coaches of children and young people in sport as an integrated component in the CDPI and is being delivered as part of NGB Coaching programmes & pathways. | P | NGBs LSPs |
| | | 5 | Continue to develop the role of Coach Developers within NGBs as the primary source of leadership, education and support of coaches. | 1 | Working in partnership with key stakeholders, the Coach Developer Programme is training and supporting sufficient numbers of Coach Developers with skills, knowledge competency and expertise appropriate to their needs. | E&T | NGBs |
| 4 | Implement appropriate & accessible supports for new as well as experienced coaches | 1 | Support coaches in their role and growth by developing and implementing initiatives to facilitate communication and learning with, and between, coaches. | 1 | Sport Ireland Coaching has implemented initiatives to facilitate cross sport dialogue and collaboration between coaches including coaching networks and forums | CC | |
| | | | | 2 | Communities of practice supported by Sport Ireland are established and active within and between NGBs and LSPs | CC | NGBs LSPs |
| | | 2 | Support coaches in their role and growth by developing and implementing initiatives to facilitate communication and learning with, and between, coaches. | 1 | Research is published on the positive benefits that being a coach can have on the coach and their families and their communities as well as the challenges it can present to the coach. | R&I | SI Research SI WIS |
| | | | | 2 | Resources supporting coach welfare, including coaching-life balance and coaches mental health have been developed and promoted. | P | NGBs LSPs SI Comms |
| | | | | 3 | We are running an ongoing campaign promoting the benefits of being a coach to the coach, their families and their communities. | CC | SI Comms |

Operational Areas: L – Leadership | R&I – Research & Innovation | P – Partnerships | E&T – Education & Training | CC – Coaching Communities

| POLICY GOALS <i>Sport Ireland Coaching will...</i> | | POLICY ACTIONS <i>To achieve this we will...</i> | | PERFORMANCE INDICATORS <i>We will have achieved this when....</i> | | Lead Operational Area | Working with... |
|---|---|---|--|--|--|-----------------------|---|
| 5 | Be a leader in the delivery of education and training in the sports sector | 1 | Develop & disseminate clear information for use by coaches, teachers and parents on what Physical Literacy is, its value, key indicators and strategies to develop it. | 1 | A National Physical Literacy Statement has been developed and signed by relevant actors from the sport, education, health and physical activity sectors. | P | ? |
| | | | | 2 | National training and information resources on physical literacy have been developed and are being used across sport and education in Ireland. | E&T | NGBs LSPs |
| | | 2 | Work with Further and Higher Education Institutions to support their delivery of common Sport Ireland programmes. | 1 | We have a range of Sport Ireland programmes being delivered by or through Further and Higher Education Institutions as components to their sports & coaching programmes. | P | Higher & Further Education institutions |
| | | | | 2 | We have in place processes to assure the quality of Sport Ireland programmes being delivered through Educational institutions | E&T | Higher & Further Education institutions |
| | | 3 | Support the development and implementation of national standards and qualifications for the fitness sector. | 1 | Working with stakeholders, national standards and qualifications are developed and implemented for the fitness sector. | P | Ireland Active Europe Active |
| | | 4 | Work towards getting CDPI awards onto the National Framework of Qualifications. | 1 | Sport Ireland are a designated "Listed Awarding Body" and facilitating the delivery of coaching awards on both the CDPI Frameworks and National Framework of Qualifications. | E&T | GQI NGBs |
| | | 5 | Work with Sport Ireland Education and Training to support the implementation of standardised quality assurance policies and procedures for education and training across all Sport Ireland activities and units. | 1 | A Sport Ireland Education and Training Section/ Unit has been established. | P | NGBs SI Research |
| | | | | 2 | Standardised quality assurance policies & procedures for education and training across all Sport Ireland activities and units. | P | NGBs Coaching Cmte SI Board |
| | | | | 1 | A report on levels of activity, impact and needs with respect to the development and support of referees and officials has been published. | P | NGBs SI Research |
| | | 6 | To develop a strategy for Sport Ireland with respect to the development and support of referees and officials in sport; and if mandated, acquire the resources to support the implementation of actions arising. | 2 | An agreed approach on how Sport Ireland can support the NGBs in the implementation of the development and support of referees and officials is published. | P | NGBs Coaching Cmte SI Board |
| 3 | An implementation plan has been developed, resourced and actioned. | | | L | SI Finance | | |

Operational Areas: L – Leadership | R&I – Research & Innovation | P – Partnerships | E&T – Education & Training | CC – Coaching Communities

NATIONAL SPORTS POLICY ACTIONS RELEVANT TO COACHING PLAN

The following 34 actions from the National Sports Policy 2018 – 2027 impact on, or are relevant to, The Sport Ireland Coaching Plan.

| PARTICIPATION | | COACHING UNIT ROLE |
|-----------------|---|--------------------|
| ACTION 1 | We will work with early childhood care and education services and organisations to ensure that pre-school practitioners, providers, and parents/guardians are supported in improving the physical activity habits of very young children in their care, including the development of improved physical literacy outcomes. | Support |
| ACTION 2 | We will work with the Department of Education and Skills, teachers, NGBs and other relevant stakeholders to ensure that PE in schools is delivered to fully support the development of physical literacy among all our children. | Support |
| ACTION 3 | Sport Ireland will review the financial support to NGBs so that a greater focus is placed on the development of non-sport specific physical literacy programmes for younger children. As part of this arrangement, NGBs would be expected to work with each other and with Sport Ireland Coaching in developing appropriate programmes. | Support |
| ACTION 4 | We will work with the Department of Children and Youth Affairs, LSPs, NGBs, Health Service Executive (HSE) and others to develop an education or information campaign to help parents/guardians to engage with their children to develop physical literacy and positive habits around sport and physical activity as part of an overall healthier lifestyle. | Support |
| ACTION 5 | We will prioritise sports like swimming, cycling and running which we believe have the greatest potential for generating higher levels of active participation across the life course, seeking to ensure that our children have the necessary skills to engage in these activities in a meaningful way while also investing in the development of infrastructure, programmes and people to help sustain participation throughout adolescence and adulthood. | Support |
| ACTION 6 | Sport Ireland will develop initiatives with the NGBs, LSPs, schools, third level institutions, the CARA Centre and other relevant parties to address participation in sport among adolescents and young adults, particularly females, those from lower socio-economic groups, persons with a disability, the LGBTI+ community, the Traveller community and other ethnic minorities. Team and individual-based NGBs will be encouraged to develop initiatives which promote wider participation across their respective codes. Schools and sports clubs will be encouraged to foster better links to make more efficient use of their facilities, while LSPs will be asked to develop participation interventions making use of these facilities. The CARA Centre will advise on the particular needs in respect of individuals with disabilities. | Support |
| ACTION 7 | We will promote more strongly among teachers and parents/guardians messages around the positive relationship between sports participation and exam performance in our efforts to attenuate the drop off that occurs in participation levels around exam years. | Support |

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| ACTION 8 | We will establish, through Sport Ireland, an initiative to support Local Authorities in developing Local Sports Plans consistent with the overall vision and objectives of this National Sports Policy. The Local Plan will review needs and set out actions to increase participation locally. It will be developed and implemented in cooperation with LSPs, clubs, communities and partners within and beyond sport. | Support |
| ACTION 9 | We will redouble our efforts to address inequalities in sports participation as part of the Local Sports Plans development process. Resources will be directed to promote the broadest possible participation, ensuring quality and accessibility for all groups. Funding will be prioritised on programmes which focus on those groups with lower levels of participation, particularly those in lower socio-economic groups, persons with a disability and older people. We will also emphasise the virtue of collaboration between sporting bodies (NGBs, LSPs and clubs) and between sport and other policy sectors in the development and promotion of participation initiatives. | Support |
| ACTION 10 | In prioritising initiatives and programmes to engage groups with lower participation levels we will use behavioural insights and other research to better understand issues around non-participation. | Support |
| ACTION 11 | We will use Dormant Accounts and other Exchequer funding to roll out initiatives such as the Community Sports Hubs on a nationwide basis where they have been found to be successful following robust evaluation. We will also seek the support of the private sector for such initiatives. | Support |
| ACTION 12 | In addressing the disability gradients in participation we will explore the possibility of introducing a national network of Sports Inclusion Disability Officers (SIDOs) aligned to the LSP network. These SIDOs would be expected to work closely with relevant NGBs, the disability sector, leisure centre providers, the CARA Centre and other stakeholders in providing opportunities for people with disabilities to take part in sport. | Support |
| ACTION 13 | Apart from investment in traditional sports infrastructure we will examine how the wider natural and built environment can facilitate participation in sport and physical activity. This consideration will also take account of the type of activities towards which adults are increasingly gravitating such as running, cycling, outdoor adventure pursuits, recreational walking, etc. | Support |
| ACTION 14 | We will use our funding streams to foster social participation in sport by encouraging the development of strong community-based sports organisations (e.g. Community Sports Hubs), supporting and developing those who volunteer for sport and promoting social membership of sports clubs (as well as playing membership). | Support |
| ACTION 15 | Sport Ireland will, by mid-2019, advise the Sports Leadership Group (see Chapter 11) around appropriate interim targets (2023) for adult and children's active and social participation in sport and for the reduction in the relevant gradients. Targets for narrowing the gradients in participation will also be set (age, gender, social, ethnicity and disability). | Support |

| HIGH PERFORMANCE | | COACHING UNIT ROLE |
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| ACTION 24 | Under the aegis of the Sports Leadership Group (see Chapter 11), we will establish a High Performance (HP) Working Group chaired by Sport Ireland and comprising representatives of Sport Ireland, Sport Northern Ireland, National Governing Bodies, Olympic Council of Ireland, Athletes Commission, Paralympics Ireland and the Department of Transport, Tourism and Sport to develop a new HP Strategy for Ireland in line with the parameters set out in this policy. The new Strategy will be submitted to the Sports Leadership Group in the first instance and then to Government for approval. | Support |
| BUILDING CAPACITY | | COACHING UNIT ROLE |
| ACTION 27 | Sport Ireland will bring forward a volunteering strategy to consider issues around recruitment, retention and recognition, the gradients that exist in volunteering, and how to address the challenges to sustain and grow our volunteer base. Newer forms of volunteer engagement will be encouraged that stimulate active and social participation ideally suited to modern times. | Support |
| ACTION 28 | We will introduce an annual volunteer training budget to be jointly administered by the NGBs and the LSP network to ensure that volunteer training can occur across sports. This training will focus on issues such as child welfare, disability awareness, first aid, sports administration and governance, and fundraising. The NGBs and LSPs will be expected to work closely with clubs and Sport Ireland Coaching in planning and delivering this training. | Support |
| ACTION 30 | Sport Ireland Coaching will develop a new coaching plan by end 2019. It will seek to address the issues identified here around encouraging greater diversity among the coaching workforce, making coaching qualifications at entry level more adaptable so that coaches can work across a range of sports and physical activities. It will also place a greater focus on behaviour and attitudes rather than pure technical skills at entry level, promoting the greater use of technology in coach education, as well as coaching for people with disabilities. | Lead |
| ACTION 31 | Sport Ireland will oversee a process to have all NGBs and LSPs adopt the Governance Code for the Community, Voluntary and Charity Sector by end 2021. As part of this process Sport Ireland will also identify and put in place the training and supports needed by different organisations to assist with the adoption process. | Support |
| ACTION 32 | NGBs will be asked to set gender diversity targets and develop equality action plans. Support will be provided for dedicated leadership training programmes for women including governance-related and technical training (coaching, refereeing and team management). Sport Ireland will monitor their progress in delivering on these and report annually. If sufficient progress is not being made, we will engage further with all stakeholders on the matter. | Support |

| ACTION 33 | Sport Ireland will lead in the development of a sports sector workforce strategy which addresses recruitment, increased professionalisation, development, validation and recognition, provision for CPD, diversity of leadership throughout the sector and Irish representation on international sports federations. We will support Sport Ireland's efforts to develop a long term strategy for education, learning and development. | Support |
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| ACTION 34 | We will foster and encourage collaboration within the sports sector and between sport and other sectors through training and development initiatives and through the provision of financial and other incentives to stimulate collaborative behaviour at all levels of sport. We will work on an all-island basis in this regard. We will seek to develop a stronger relationship with the education system in particular in our efforts. | Support |
| ACTION 35 | Sport Ireland will develop a research strategy for sport engaging with all key organisations operating within the sector. The strategy should help to create more formal and structured relationships between the practice, policy system and research communities to ensure that the limited resources available in all domains are prioritised towards developing a better understanding of the key policy questions around sport, thereby developing better solutions to the challenges we seek to address. We will ensure that research and evaluation information is more widely disseminated throughout the sports system. To this end, Sport Ireland will develop an online sports research and data repository. | Lead |
| ACTION 36 | We will support NGBs and other sports bodies to develop evaluation tools for programmes and initiatives. Sport Ireland will develop standardised evaluation frameworks which will allow for the robust assessment of the impact of publicly funded facilities, programmes and interventions. We will seek to tap into the considerable and expanding expertise in the third level and other sectors around sport and community-based initiatives to help develop the capacity of the sport system in this area. We will align our actions in this area with Action Area 7 of the National Physical Activity Plan. | Support |
| ACTION 37 | In order to understand better the impact of Government investment in sport we will develop, in consultation with the representative sporting organisations, more coordinated information systems throughout the sector which will allow the Department, Sport Ireland, NGBs, Local Authorities and LSPs the opportunity to understand fully the impact of their investments. | Support |
| CROSS SECTORAL AND INTERNATIONAL CONTEXT | | COACHING UNIT ROLE |
| ACTION 40 | We will continue to engage actively with international organisations in order to be aware of, and to influence, developments at international level particularly at the EU, Council of Europe, UNESCO and international sporting federations and bodies. | |

| FINANCING IRISH SPORT | | COACHING UNIT ROLE |
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| ACTION 44 | We will aim to deliver funding on a multi-annual basis for high performance and participation programmes. Funding for high performance programmes will be delivered on a multi-annual basis from 2019 onwards. | Support |
| ACTION 47 | We will increase our investment to build the capacity of the sporting sector, through strengthening governance, enhanced training and development of coaches and others in the sports workforce, support for volunteering in sport, and improved research, evaluation and information systems. | Support |
| ACTION 48 | Sport Ireland and its partners will continue to develop pilot programmes aimed at addressing participation gradients in sport around disadvantage and disability, to be supported by Dormant Accounts funding. As increased funds are made available for participation programmes, successful policy interventions will be scaled up and rolled out nationwide using more mainstream Exchequer funding sources along with possible private investment. | Support |
| ACTION 49 | We will move to a multi-cycle approach to high performance funding from 2019 onwards. A new high performance strategy will be developed which will define the direction for at least 12 years and which will be reviewed each 4 years on a rolling basis. | Support |
| ACTION 50 | Government funding for high performance will be increased to match the investment made in comparator nations. Sustained funding will be committed for each Olympic cycle. | Support |
| IMPLEMENTATION, MONITORING AND REVIEW | | COACHING UNIT ROLE |
| ACTION 57 | We will develop and publish, by mid-2019, a comprehensive set of key performance indicators covering all elements of the policy. Progress in implementing the policy will be assessed against these indicators. | Support |



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