

# New Zealand Community Sport Coaching Plan

2012–2020

**The Vision - “World leading  
community sport coaching at  
the heart of a sporting nation”**



JULY 2012

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# 1. INTRODUCTION

To understand this Community Sport Coaching Plan it is first necessary to understand where it sits within the overall planning structure for coaching in New Zealand.

The recently produced New Zealand Coaching Strategy (see Appendix 1) sets out how Sport New Zealand and its key partners will develop a world class coaching environment across New Zealand over the next eight years. In doing so it builds upon and replaces the original New Zealand Coaching Strategy first published in 2004.



While the strategy sets out the broad vision and philosophical basis for coaching in New Zealand, it also identifies the need to have two separate, but connected, coaching plans sitting beneath the strategy.

The need to have two separate Coaching Plans is driven out of the increasingly specialised requirements for coaching High Performance athletes in the modern era of professional sport. This need has already been recognised in New Zealand through the creation of High Performance Sport New Zealand (HPSNZ) as a separate entity and subsidiary to Sport New Zealand.

There is a fundamental difference between how the High Performance and Community Sport Coaching Plans will operate. In the High Performance area the focus is on a small number of identified coaches and the HPSNZ coaching consultants can work directly with these coaches. By way of contrast in the Community Sport area there are literally hundreds of thousands of coaches so the plan must instead focus on leading, enabling and investing in National Sports Organisations so that they can establish and deliver quality coach development programs within their sports.

What connects the two coaching plans is the central philosophy that underpins all coaching in New Zealand. That is the belief that good coaching is all about the participant or athlete and the process to deliver the support they need to enjoy their sport and fulfil their potential at whatever level that may be. To be able to deliver on this philosophy, New Zealand needs capable coaches at all stages of the participant and athlete pathway.

This Community Sport Coaching Plan is designed primarily as an action plan for the key organisations responsible for delivering Community Sport – that is Sport NZ itself, the National Sporting Organisations (NSOs) that govern organised sport across the country and the Regional Sports Trusts (RSTs) who support these NSOs and deliver additional generic coaching programmes on a regional basis.

While the plan specifically targets these key organisations, it also has great relevance to the wider community sport sector. It will prove of interest and provide guidance to the multitude of organisations and individuals that operate in the community sport coaching area including Regional Sports Organisations (RSOs), sports clubs, secondary and primary schools, tertiary institutions, territorial authorities and of course the hundreds of thousands of community sport coaches who give up their time every week to help make New Zealand a great sporting nation.

The plan is connected to Sport New Zealand's overarching Community Sport Strategy 2010-2015, and outlines how Community Sport Coaches and our Community Sport Coaching Environment will contribute to our overall vision of 'Enriching lives through sport – everyone, every day'.

The plan is also aligned, through its coaching strategy and philosophy, to the New Zealand High Performance Coaching Plan 2011-2020.

## Consultation

Over 50 people have been interviewed or consulted during the process to inform this plan. They were a representation of the following key groups:

- NSO Coaching Directors
- RST Coaching Managers
- RSO Coaching staff
- Tertiary institution coaching experts
- Community Sport Coaches
- Sport New Zealand Community Sport team
- High Performance Sport New Zealand Coaching Team

The process included 1:1 interviews, working groups and written feedback.



## 2. CORE PRINCIPLES

### VISION

World leading community sport coaching at the heart of a sporting nation

### MISSION

To inspire and enable community sport coaches to provide participants and athletes with the coaching they need

### Fundamental Beliefs

These beliefs underpin this plan. Our Game Plans and tactics are driven by, and aligned to, these beliefs.

#### THE CORNERSTONE

1. Coaching should focus first and foremost on the needs of the participant or athlete being coached

#### COACHING IN THE WIDER CONTEXT

2. Good coaching is one of the key factors in retaining people in sport
3. Community sport coaching is a positive force in fostering a healthy society
4. Good community coaches have a huge positive impact on the development of young New Zealanders

#### COACH DEVELOPMENT

5. Most community sport coaches are volunteers and need to be valued as such
6. There are three broad categories of community coaching – foundation, development and performance coaching – that align with the New Zealand Sport and Recreation Participant and Athlete Pathway
7. Coaches should be able to develop and specialise within each of these coaching communities
8. The best learning comes through experience and continual development opportunities

#### COACHING SYSTEMS

9. Sport leads sport - It is the responsibility of each National Sports Organisation to plan and organise the delivery of their coach development programme
10. Effective delivery of coaching through community sport requires collaboration and alignment between Sport NZ, NSOs, RSOs, RSTs, Territorial Authorities, Tertiary Institutions, clubs and schools
11. Effective coaching at the community sport level drives sustainable growth in participation and provides a platform to develop high performance athletes and coaches

## Core Definitions

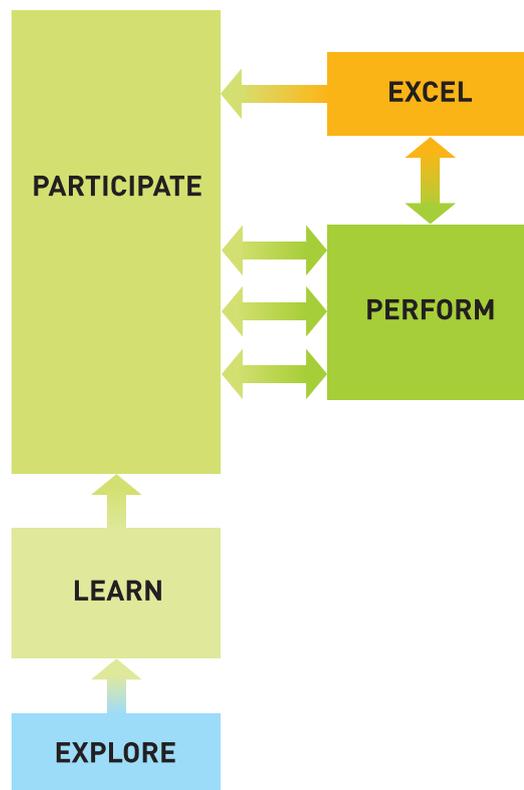
### What do we mean by Community Sport Coaches?

The key platform of the New Zealand Coaching Strategy is that all coaching should focus first and foremost on the needs of the participant or athlete being coached.

**“Coaches would have no reason to exist without participants or athletes to coach.”**

### The New Zealand Sport and Recreation Participant and Athlete Pathway

below, sets out five clear but interlinked stages of participant and athlete development.



Participants at different stages within this pathway will have different coaching needs and for that reason the NZ Coaching Strategy has advocated the establishment of four coaching communities that will specialise at different stages of participant and athlete development.

#### 1. Foundation Coaching Community (Supporting participants in the Learn stage)

Foundation coaches support participants enjoying their first experiences in organised sport. The vast majority of the participants will be primary school aged children trying out a range of modified sports in either a club or primary school setting.

#### 2. Development Coaching Community (Supporting participants in the Participate stage)

Development coaches support a wider range of participants including the young people who continue in organised sport through the later years of primary school, the secondary school students in both the school and club setting and the adults who continue to play organised sport in a non-elite environment.

**3. Performance Coaching Community (Supporting athletes in the Perform Stage)**

Performance coaches support that narrower range of athletes who have shown extra ability and have moved on to some sort of district or regional representative sport at either a youth or adult level.

**4. High Performance Coaching Community (Supporting athletes in the Excel Stage)**

High Performance coaches support the athletes who have progressed to the top of their sport within New Zealand and are now competing on an international stage.

There are no firm lines of separation between these coaching communities and some coaches will indeed operate across a range of the communities during their coaching life. But the communities do offer a useful tool to help define what we mean by a community sport coach and also to develop and implement strategies that will help coaches within each community develop to their full potential. By doing so these coaches will be able to offer the appropriate support and guidance to the participants and athletes they coach.



This Community Sport Coaching Plan has been established to provide the coaching support needed for participants through the Learn, Participate and Perform stages.

The NZ High Performance Coaching Plan has been established to provide the necessary coaching support for athletes in the Excel stage in certain identified sports.

Young children in the Explore stage should be enjoying unstructured play as opposed to organised sport and as such formal sports coaching is neither required nor recommended.

## 3. THE COACHING COMMUNITIES

### The Foundation Coaching Community

#### The participants they coach

Foundation coaches support participants in the Learn stage enjoying their first experiences in organised sport. The vast majority of the participants will be primary school aged children trying out a range of modified sports in either a club or primary school setting.

#### Who the coaches are

Foundation coaches can come from anywhere – it's not about 'who' you are but rather whether you understand and care about the development of young Kiwis.

#### Typically Foundation Coaches are

- Parents
- Primary school teachers
- Regional Sport Development Officers
- Older secondary school students
- Tertiary students
- Private providers

#### The ideal Foundation Coach will

- Nurture a love of sport and active recreation
- Focus primarily on fun, participation and skill development
- Understand the needs of young participants in the Learn Stage – primarily primary school age children
- Encourage multiple sports and skills
- Introduce the concept of fair play
- Understand that they are in the business of creating not only better young athletes, but better young people
- Have a sense of working in a wider coaching community with similar goals



## The Development Coaching Community

### The participants they coach

Development coaches support a wider range of participants including the children who continue in organised sport through the later years of primary school, the secondary school students in both the school and club setting and the adults who continue to play organised sport in a non-elite environment.

### Who the coaches are

Development coaches can come from anywhere – it's not about 'who' you are but rather whether you understand and care about the development of Kiwi youth and adult non-elite participants in sport.

### Typically Development Coaches are

- Parents
- Primary and Secondary school teachers
- Club Coaches
- Regional Sports Development Officers
- Older secondary school students
- Tertiary students

### The ideal Development Coach will

- Nurture a love of multiple sports
- Focus on skill development and decision making
- Understand the needs of participants in the Participate phase – primarily intermediate and secondary school children and adult non-elite participants
- Reinforce ethical approaches to sport and recreation
- Provide for participants need and aspirations
- Understand that they are in the business of creating not only better athletes, but better people
- Have a sense of working in a wider coaching community with similar goals



## The Performance Coaching Community

### The athletes they coach

Performance coaches support that narrower range of athletes who have shown extra ability and have moved on to some sort of district or regional representative sport at either a youth or adult level.

### Who the coaches are

Performance Coaches require considerable coaching experience and a high degree of knowledge within their sport. They are often in part time professional roles where they are contracted by Regional or National Sports Organisations

### Typically Performance Coaches are

- Experienced development coaches who have shown ability in coaching more talented athletes
- Former elite players who have shown a desire to become involved in coaching
- Former high performance coaches who no longer have the time to be involved at a High Performance level
- Professionals who coach for a living

### The ideal Performance Coach will

- Nurture a love of competing and being the best you can be
- Focus on skill development and decision making in a competitive environment
- Understand the needs of athletes in the Perform phase – primarily youth and senior athletes competing at representative level
- Help athletes develop a wider sense of sporting ethics
- Provide appropriate sequenced development opportunities and guidance
- Understand that they are in the business of creating not only better athletes, but better people and role models for younger participants
- Have a sense of working in a wider coaching community with similar goals



## The Relationship between Performance and High Performance Coaching

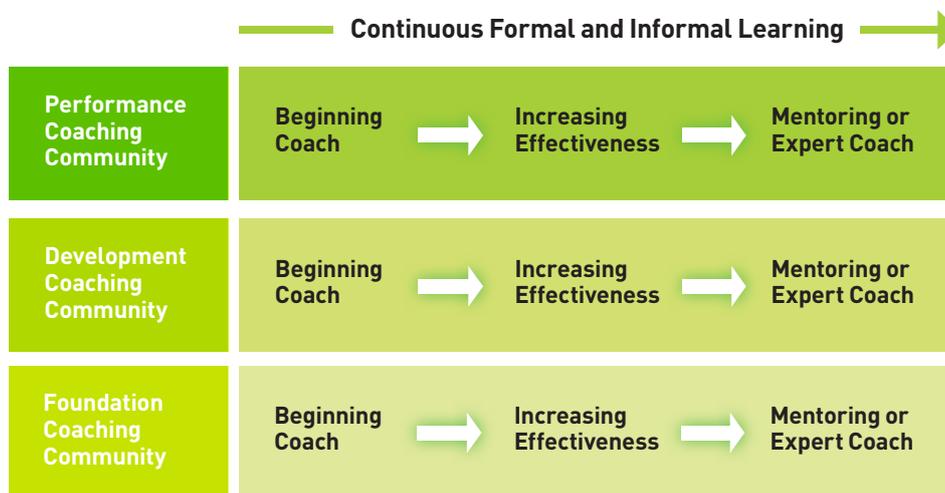
Throughout this plan when we refer to a community sport coach we are referring to a coach within one or more of the foundation, development or performance coaching communities. Coaches within the High Performance Community will be supported separately through the NZ High Performance Coaching Plan.

It is worth noting that the common use of the term ‘High Performance’ has traditionally been given a reasonably wide definition within New Zealand Sport. With the creation of High Performance Sport New Zealand this term has been now been given a more narrow definition and this is reflected in the four coaching communities within the NZ Coaching Strategy.

Many coaches who were previously classified as ‘High Performance’ by either their sport or themselves are now more correctly classified as ‘Performance Coaches’. This in no way indicates any perceived lessening of their ability or the value of the work they do, but instead merely indicates where they sit within the wider coaching spectrum and the community from which they will most likely to be able to draw support.

### Continuous Development within Coaching Communities

An important consequence of using the concept of coaching communities is to provide the opportunity for coaches to seek continual development and become world class within their community. This builds upon the NZ Coaching Strategy philosophy of encouraging coaches to specialise and continually develop their skills regardless of which coaching community they work within.



- **Formal Learning:** NSO and RST coach development modules
- **Informal Learning:** Seminars, conferences, self-learning, mentoring, interactions with other coaches, on-job learning etc.

## 4. OUTCOMES AND SCOPE

### Defining Success – what a world leading community sport coaching environment looks like

This plan will be successful if by 2020 if we have

- **Greater recognition** - Community sport coaching is valued and understood as a central part of our sporting culture and given sufficient priority and resourcing at all stages of our sport delivery system
- **Better coaches** - National Sporting Organisations have in place a clear coach development framework that aligns with their participant and athlete pathway and enables coaches to continually develop within their coaching communities
- **More coaches** - Sports recruit and retain a sufficient number of coaches in each community to service their participant and athlete needs
- **A positive community sport environment** - Coaching provides strong leadership in creating a positive and ethical community sport environment in New Zealand

### The call to action

To provide clear direction and measure progress a Game Plan has been developed for each of these four outcomes. Each Game Plan has specific Tactics and Actions that will be undertaken to deliver on each outcome. The Game Plans also contain Key Performance Indicators that will be used to measure progress.

While this Community Coaching Plan stretches through until 2020, a full review will be conducted in 2015 to measure progress against each Game Plan.

### The Scope of this plan

The ability of Sport NZ to invest in and work closely with a wide number of sports is restrained by limited resources. Similarly the ability of individual NSOs to develop and implement comprehensive coaching plans is also restrained by their respective size and resource base.

While this is a Community Sport Coaching Plan for all sports, the initial focus of the Game Plans will be on key community sports that have been identified by Sport NZ due to their high level of participation or exposure at a community level.

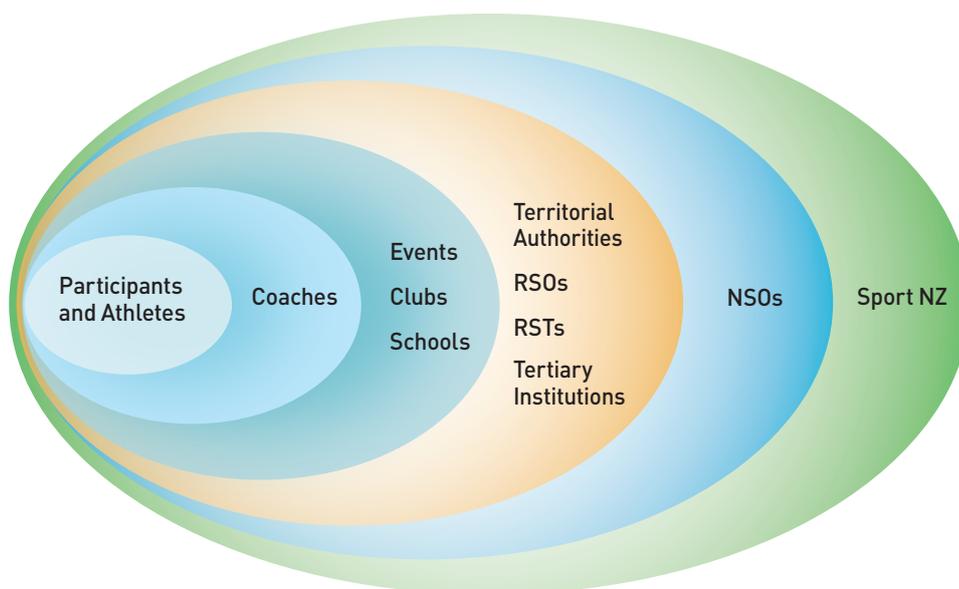
In 2012 these sports are Rugby, Rugby League, Netball, Cricket, Gymsports, Hockey, Football, Basketball, Tennis, Bike, Athletics, Golf, Triathlon and Bowls, but during the course of this plan the number and nature of sports will be reviewed periodically.

While the primary focus is initially on these 14 sports, the resources and guidelines produced under this plan will be designed for the use of all National Sporting Organisations.

**Sport Delivery System - Roles and Responsibilities**

The vast majority of community sport coaching takes place in a club or school environment and involves local coaches supporting local participants. This plan provides guidance to Sport New Zealand as to how they can most effectively promote the recruitment, development and retention of these coaches within the wider sporting sector.

This can only happen through the wider sporting sector working together and the various layers of sporting organisations understanding their respective roles and responsibilities in the area of coaching.



Organisation	Core Responsibilities
Sport New Zealand (Sport NZ)	<ul style="list-style-type: none"> <li>- To lead, enable and invest in National Sporting Organisations and Regional Sports Trusts to ensure they have in place suitable coach management personnel and national coaching plans that align with Sport NZ, HPSNZ and the NZ Coaching Strategy</li> <li>- To research, coordinate and provide generic coaching best practice guidelines, templates and coaching knowledge to the wider coaching sector at all levels</li> </ul>
National Sporting Organisations (NSOs)	<ul style="list-style-type: none"> <li>- To lead, enable and invest in their Regional Sport Organisations (RSOs) to ensure they have in place suitable coaching personnel and regional coaching plans that align with their NSO</li> <li>- To research, coordinate and provide sport specific coaching best practice guidelines, templates and coaching knowledge to the wider coaching sector within their sport at all levels</li> </ul>
Regional Sports Organisations (RSOs)	<ul style="list-style-type: none"> <li>- To lead, enable and invest in their local clubs and schools to ensure they have in place suitable coaching personnel and club coaching plans that align with their RSO</li> <li>- To adapt their NSO's generic and sport specific coaching best practice guidelines, templates and coaching knowledge to suit their regional needs</li> </ul>
Regional Sports Trusts (RSTs)	<ul style="list-style-type: none"> <li>- To support RSOs in delivering their coaching responsibilities within their region</li> <li>- To adapt Sport NZ's generic coaching best practice guidelines, templates and coaching knowledge to support RSOs, clubs and schools within their region</li> </ul>
Tertiary Institutions	<ul style="list-style-type: none"> <li>- To support the sector through targeted research and provision of education and training opportunities</li> </ul>
Territorial Authorities	<ul style="list-style-type: none"> <li>- To support the sector through the provision of facilities and partnering in targeted projects</li> </ul>
Clubs	<ul style="list-style-type: none"> <li>- To recruit, develop and retain the coaches needed to support the participant and athlete demand in their club</li> </ul>
Schools	<ul style="list-style-type: none"> <li>- To recruit, develop and retain the coaches needed to support the participant and athlete demand in their school</li> </ul>



## 5. THE GAME PLANS

### Game Plan One

#### Outcome Sought

**Greater Recognition** - Community sport coaching is valued and understood as a central part of our sporting culture and given sufficient priority and resourcing at all stages of our sport delivery system.

#### Key Performance Indicators

- Increased level of Community Sport coaching resourcing committed by the key community sports over the period of plan

#### Measure used

- The aggregated level of FTE coach development positions at NSO, RSO and RST level across key community sports over the period of the plan

Tactics	Actions	Role	Date
<b>1. Sport NZ to promote an understanding within the wider sporting community of the NZ Coaching Strategy and the Community Sport Coaching Plan</b>	1.1 Completion and publication of New Zealand Community Sport Coaching Plan and New Zealand Coaching Strategy.	Sport NZ	30 September 2012
	1.2 Redevelopment of coaching section of Sport NZ website.	Sport NZ	30 March 2013
	1.3 Creation of communication plan for new coaching plans and delivery of this plan to key stakeholders and relevant forums within sector.	Sport NZ	30 September 2012
	1.4 Investigate feasibility of staging of major 'Coaches Conference' in 2014.	Sport NZ	30 April 2013
<b>2. Sport NZ and each sport to provide appropriate resourcing to community sport coach development at a national level</b>	2.1 Annual review of nature of Sport NZ investment into NSO Coaching Directors and clarification of expectations across the key community sports.	Sport NZ	May annually
	2.2 Annual review of level of actual Coach Management resourcing in the key community sports.	Sport NZ / NSO Coaching Directors	June annually
	2.3 Annual meeting by Sport NZ CA with CEO, Community Sport Manager and Coaching Director in the key community sports to discuss coach resources.	Sport NZ/ NSOs	Schedule spread over year

Tactics	Actions	Role	Date
<b>3.</b> Each sport to have in place an effective regional delivery system for community sport coaching	3.1 Annual review of the current level of Coach Management resourcing in RSOs of the key community sports.	Sport NZ/ NSO Coaching Directors	June annually
	3.2 Full review of Coachforce, Sports Force and other regional delivery models in 2012 with a view to establishing best practice regional delivery guidelines.	Sport NZ	30 November 2012
	3.3 Investigation of additional funding sources to support regional coaching personnel and the best role for RSTs to play in this area.	Sport NZ	Ongoing
	3.4 Sharing of best practice RSO delivery systems between all NSOs.	Sport NZ/ NSO Coaching Directors	Ongoing
<b>4.</b> Each RST to provide effective support to the regional delivery system of the key community sports	4.1 Annual review of the current level of Coach Management resourcing in all RSTs.	Sport NZ	July annually
	4.2 Establish menu of 'Coaching Support' RSTs can offer to RSOs.	Sport NZ/ RST Coach Managers	30 September 2012
	4.3 Ensure clarity around the coaching support initiatives offered by each RST to the RSOs of the key community sports under their Community Sport Support Plan.	Sport NZ/ RST Coach Managers	June annually
	4.4 Clarify the role of RSTs in providing generic cross-sport coaching initiatives to support and supplement the sports specific coach development offered by all NSOs.	Sport NZ	30 November 2012



## Game Plan Two

### Outcome Sought

**Better coaches** - National Sporting Organisations have in place a clear coach development plan and framework that aligns with their participant and athlete pathway and enables coaches to continually develop within their coaching communities.

### Key Performance Indicators

80% of the key community sports have

- An effective coach development framework and plan in place
- Delivered their targeted number of coach development opportunities

### Measure used

- The number of the key community sports coaching plans and development framework resources endorsed by Sport NZ
- The number of coach development opportunities delivered by the key community sports

Tactics	Actions	Role	Date
<b>1. Coaching Plans and Frameworks developed by NSOs</b>	1.1 Sport NZ to update the existing NZ Coach Development Framework.	Sport NZ	30 March 2013
	1.2 All NSOs to have Coaching Frameworks in place aligned to their athlete pathway.	NSO Coaching Directors	30 December 2012
	1.3 All NSOs to have in place Coaching Plans setting out the national to local delivery system of their Coaching Framework.	NSO Coaching Directors	30 December 2012
	1.4 The key community sports to have in place a coaching advisory group.	NSO Coaching Directors	30 December 2012
	1.5 'Coachmark Scorecard' developed and reviewed with the key community sports annually.	Sport NZ/NSO Coaching Directors	Schedule spread over year
<b>2. All NSOs offer practical development opportunities to coaches in each coaching community to meet their development goals</b>	2.1 All NSOs to align development modules with coaching communities.	NSO Coaching Directors/Sport NZ	30 February 2013
	2.2 The key community sports to have an established 'Facilitator Training Programme' in place and to hit targets set for annual facilitator training.	NSO Coaching Directors/Sport NZ	30 March 2013
	2.3 The key community sports to have an established 'Mentor Programme' in place and to meet annual targets for mentor training.	NSO Coaching Directors/Sport NZ	30 May 2013
	2.4 The key community sports to have in place and to achieve a plan to complete the development of their coaching modules.	NSO Coaching Directors/Sport NZ	30 December 2012
	2.5 The key community sports to hit needs based targets set for annual module delivery.	NSO Coaching Directors	Schedule set over year for annual monitoring (winter / summer codes)

Tactics	Actions	Role	Date
<b>3. Sport NZ to facilitate the creation of coaching communities across the wider sporting sector</b>	3.1 Creation of National Advisory Groups at each Coaching Community level.	Sport NZ	30 November 2012 then ongoing
	3.2 Re-focus of Online Coach magazine to help foster coaching communities.	Sport NZ	30 August 2012 then ongoing delivery
	3.3 Establishment of annual coaching workshop and conference calendar.	Sport NZ/ NSO Coaching Directors/ RST Coach Managers	30 October 2012 then ongoing delivery
	3.4 Investigation of optimal national and regional coach recognition programmes within coaching communities.	Sport NZ/ RST Coaching Managers	30 November 2012 then ongoing delivery
	3.5 Establishment of 'Coaching Technology' Advisory Group to provide best practice guidance to NSOs and RSTs.	Sport NZ	30 November 2012 then ongoing delivery
<b>4. Sport NZ and all NSOs to have a clear understanding of the transition required between the Performance and High Performance communities</b>	4.1 Sport NZ and HPSNZ to work together to identify the challenges in the transition from Performance to High Performance Coaching Communities.	Sport NZ/HPSNZ	30 September 2012
	4.2 All NSOs to develop sport specific coach development strategies to manage the transition between Performance and High Performance communities.	NSO Coaching Directors/Sport NZ/ HPSNZ	Ongoing
	4.3 Sport NZ, in consultation with RSTs, to identify generic cross-sport initiatives at a regional level to assist the transition.	Sport NZ/ RST Coaching Managers	Ongoing



## Game Plan Three

### Outcome Sought

**More coaches** - Sports recruit and retain a sufficient number of coaches in each community to service their participant and athlete needs.

### Key Performance Indicators

80% success rate of the key community sports in achieving needs based targets set annually for number of active coaches in each coaching community.

### Measure used

The number of coaches in each coaching community within the key community sports.

Tactics	Actions	Role	Date
<b>1. Sport NZ offers practical leadership in the area of coach recruitment</b>	1.1 Sport NZ collates all existing materials produced regarding coach recruitment.	Sport NZ	30 March 2013
	1.2 Sport NZ completes an analysis of the stages at which coaches may be recruited.	Sport NZ	30 March 2013
	1.3 Sport NZ develops recommended recruitment strategies for each community.	Sport NZ	30 May 2013
	1.4 Sport NZ develops a system where each year the best grass roots innovations around coach recruitment can be captured and shared.	Sport NZ/RST Coach Managers	30 September 2012 then ongoing
<b>2. Each key community sport has a clear community sport coach recruitment plan in place</b>	2.1 The key community sports to establish baseline data regarding coach numbers in each coaching community.	NSO Coaching Directors/Sport NZ	30 December 2012
	2.2 The key community sports to incorporate a clear recruitment section within their overall Coach Plan.	NSO Coaching Directors	30 March 2013
	2.3 Recruitment Plans for each key community sports to be shared with RST network and support offered where feasible.	NSO Coaching Directors/RST Coach Managers	30 June 2013
	2.4 Sport NZ to conduct annual review of coach numbers in the key community sports in each coaching community.	NSO Coaching Directors	Schedule set over year for annual monitoring (winter / summer codes)

Tactics	Actions	Role	Date
<b>3. Growing Coaches Programme established across the country</b>	3.1 Sport NZ to complete development of Growing Coaches Resources.	Sport NZ	30 September 2012
	3.2 Targeted roll out to selected RSTs in 2012.	Sport NZ	August – October 2012
	3.3 Close monitoring of delivery in 2013 and capturing of key learnings.	Sport NZ/RST Coach Managers	Ongoing 2013
	3.4 Nationwide roll out in 2014 and 2015 and continued monitoring of results.	Sport NZ/RST Coaching Managers	Ongoing 2014 and 2015
<b>4. Retention strategies developed for traditional drop off spots</b>	4.1 Sport NZ to identify if there are key 'drop off points' for coach retention across sport in general.	Sport NZ	30 March 2013
	4.2 Sport NZ to conduct audit of what sport specific strategies have been developed to address drop offs in the key community sports.	Sport NZ/NSO Coaching Directors	30 September 2012
	4.3 Sport NZ to develop recommended retention strategies for each drop off point.	Sport NZ	30 May 2013
	4.4 Sport NZ develops a system where each year the best grass roots innovations around coach retention can be captured and shared.	Sport NZ	30 September 2012 then ongoing

## Game Plan Four

### Outcome Sought

**A positive community sport environment** – Community sport coaches take a leadership role in creating a positive and ethical community sport environment in New Zealand

### Key Performance Indicators

- 80% of the key community sports adopt sideline behaviour guidelines in their Coach Development Modules
- 80% of the key community sports develop and implement child protection policies

### Measure used

- The number of the key community sports adopting sideline behavior guidelines and child protection policies

Tactics	Actions	Role	Date
<b>1. Community sport coaching to take a leadership role in promoting positive sideline behavior in all NSOs</b>	1.1 Sport NZ to research and collate the best coaching practices in New Zealand and internationally to help address this behavior.	Sport NZ	30 March 2013
	1.2 Sport NZ to provide practical implementation guidelines to all NSOs on how to address this issue within their coaching system.	Sport NZ	30 May 2013
	1.3 All NSOs to adopt best practice guidelines and adapt as appropriate within their coach development materials.	NSO Coaching Directors	30 September 2013
<b>2. The key community sports to have in place child protection policies to ensure community sport coaches maintain appropriate ethical standards</b>	2.1 Sports NZ to create practical guidelines on developing child protection policies.	Sport NZ	30 May 2013
	2.2 All NSOs to adopt child protection policies within their coach development systems.	Sport NZ	30 July 2013
<b>3. Sport NZ conducts research into best international practice in community sport coaching and disseminates relevant information</b>	3.1 Sport NZ to maintain membership of the International Council for Coach Education(ICCE) and make active contribution on international stage.	Sport NZ/HPSNZ	30 September 2012
	3.2 Sport NZ to establish relationships with other countries to review and compare coaching systems.	Sport NZ	August – October 2012
	3.3 Best practice international thinking to be made available to NZ coaches through Sport NZ website and special forums.	Sport NZ	Ongoing 2013

# THE NEW ZEALAND COACHING STRATEGY

## APPENDIX

### CORE PRINCIPLES

- Participant and Athlete Focused
- Coaches are leaders
- Continuous learning
- Collaboration among coaches

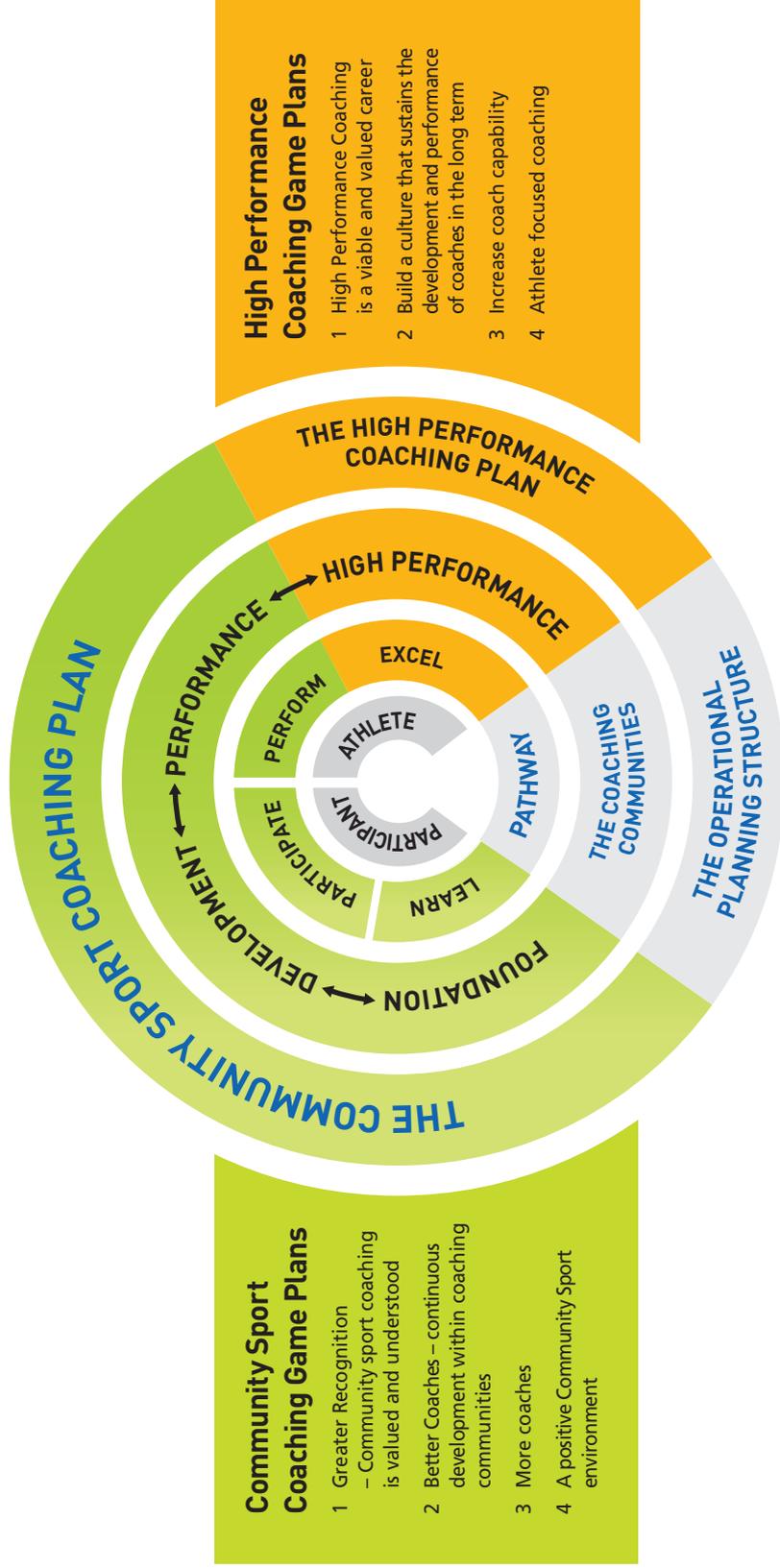
### VISION

“A world leading coaching environment that enables coaches to meet the needs of our community participants and our performance athletes”

### KEY OBJECTIVES

- Coaches at all levels are valued and supported
- Coaching communities are developed to meet participant and athlete needs
- More and better coaches
- A collaborative culture sustaining life long learning

## Delivered through aligned Community Sport and High Performance Coaching Plans



### Community Sport Coaching Game Plans

- 1 Greater Recognition
  - Community sport coaching is valued and understood
- 2 Better Coaches – continuous development within coaching communities
- 3 More coaches
- 4 A positive Community Sport environment

### High Performance Coaching Game Plans

- 1 High Performance Coaching is a viable and valued career
- 2 Build a culture that sustains the development and performance of coaches in the long term
- 3 Increase coach capability
- 4 Athlete focused coaching

