

New Zealand Community Sport Coaching Plan

2016–2020

Vision

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



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1. INTRODUCTION

The Community Sport Coaching Plan 2012-2020 was an important benchmark in providing direction and focus for coach development in New Zealand sport. Much of the original plan remains relevant today, but we have also learnt a great deal over the last four years and this learning can now inform our approach from 2016-2020.

In 2012 we chose a traditional approach to coach development focusing on the standard areas of recruitment, development and recognition of coaches. We set detailed action plans with specific measurable goals and KPIs and, with the best of intentions, set out to achieve great things in all three areas.

What we discovered was that there was a great gulf between intention and impact. In a highly complex community sport system it was almost impossible to identify and deliver initiatives that would have a direct and measurable impact on coaches, particularly the vast majority of volunteers who coach in the foundation and development communities. The sheer size of the sector, combined with the multiple layers between Sport NZ and the actual coach, make direct causal links virtually impossible to measure except in relatively narrow areas such as performance coaching.

What we did discover, however was that it was possible to have a direct and significant impact on the coach development system. Coaching is first and foremost a people-led process and by focusing on how to engage and develop the key people within the system more effectively, we were able to begin the process of building self-sustaining communities of practice. We believe this will ultimately build coaching system capability across our community sport sector.

Implicit to this approach has been the development of empowered leadership models that grow leaders at all levels and foster a culture of continuous learning. The positive feedback to this 'train the trainer' approach has convinced us that we are on the right track. It is still very early in the journey, but the refreshed Community Sport Coaching Plan 2016-2020 will look to build on this approach over the next four years.

The planning framework

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

The New Zealand Coaching Strategy (see Appendix 1) sets out how Sport NZ and its key partners will develop a world class coaching system across New Zealand. 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 a separate coaching plan each for High Performance and Community Sport is driven out of the increasingly specialised requirements for coaching high performance athletes in the modern era of professional sport. This need was recognised in New Zealand through the creation of High Performance Sport New Zealand (HPSNZ) as a subsidiary of Sport NZ.

What connects the two coaching plans is the core belief that underpins all coaching in New Zealand. That is that good coaching is all about the participant or athlete receiving 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 belief, 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 Sports Organisations (NSOs) that govern competitive sport across the country and the Regional Sports Trusts (RSTs) who provide regional leadership and deliver additional generic coaching programmes.

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.



Wider community sport context

This coaching plan needs to be considered in the wider context of the new Sport NZ Community Sport Strategy 2015-2020. This strategy reflects the evolution of community sport and the growing challenges the sport system faces. An overview of the strategy can be found in Appendix 2, but at this point it is useful to note where coaching sits within the strategy. The strategy identifies people, and specifically coaches, as one of its strategic priorities. Coaching directly impacts on all three of the focus areas within the strategy – school aged children, local delivery and competitive sport.

The strategy also advocates a new Physical Literacy Approach which aligns well with, and adds substance to, the existing participant centred approach to coaching. Further detail on this approach can be found in Appendix 3. A final key part of the strategy that will have great relevance to coaching is the new Talent Plan which will provide guidance regarding both talent identification and development for athletes. Further detail on this plan can be found in Appendix 4.

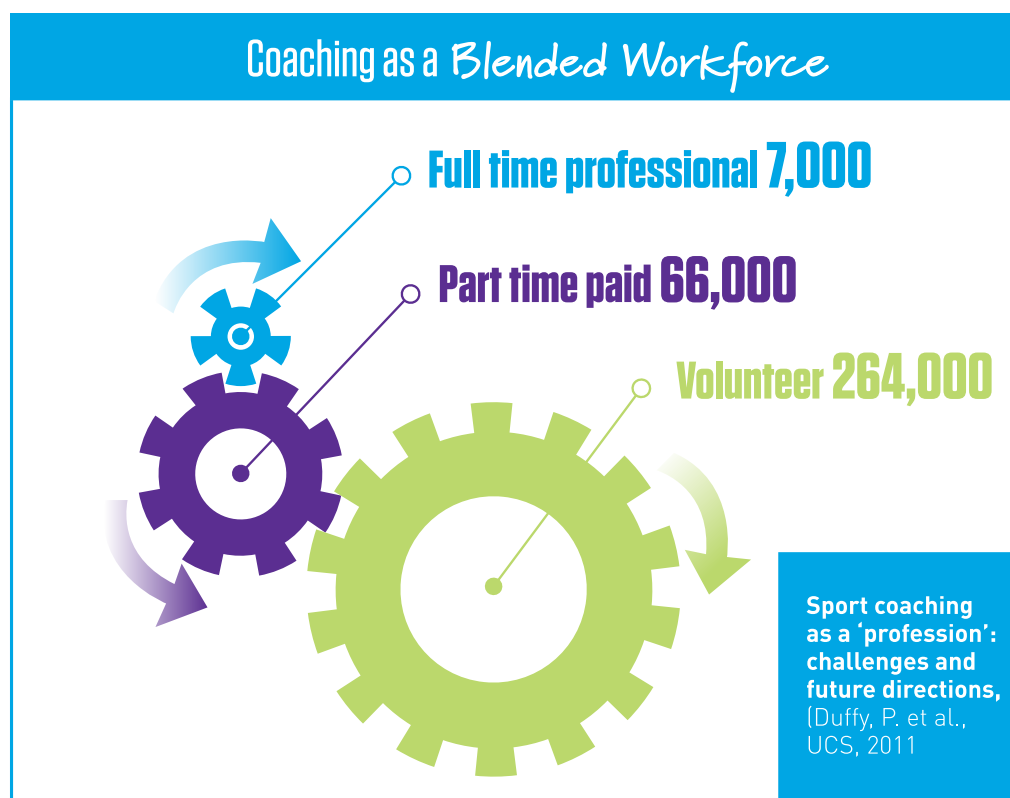
Our coaching workforce

It is difficult to gather accurate data on the coaching workforce in New Zealand. In 2014 Sport NZ commissioned a literature review to examine the various sources of data available. Two key pieces of information emerged.

Firstly, that there are over 300,000 coaches in New Zealand, about 12% of our adult population. This compares very favourably to similar countries like Canada, Australia and the UK where only around 4% of the adult population coaches.

Part of the reason for this is that we take an inclusive approach to coach definition, looking at whether the person is actively involved in coaching and instructing a sport at any level, rather than whether they have a formal coaching qualification.

Due to this, the vast majority of this coaching workforce are volunteers, with the remainder being a blend of full time professionals and part time paid coaches.



2. CORE BELIEFS

Vision

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

The NZ Coaching Strategy identifies four core beliefs that underpin great coaching in both a community and high performance setting.



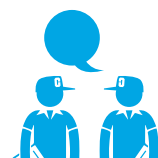
Participant and athlete focused



Coaches are leaders



Continuous learning



Collaboration amongst coaches

Fundamental principles

The Community Sport Coaching Plan expands on these four core beliefs to identify a number of fundamental principles that apply in the community sport setting. These principles provide the foundation for this plan. Our Game Plans and tactics are driven by, and aligned to, them.

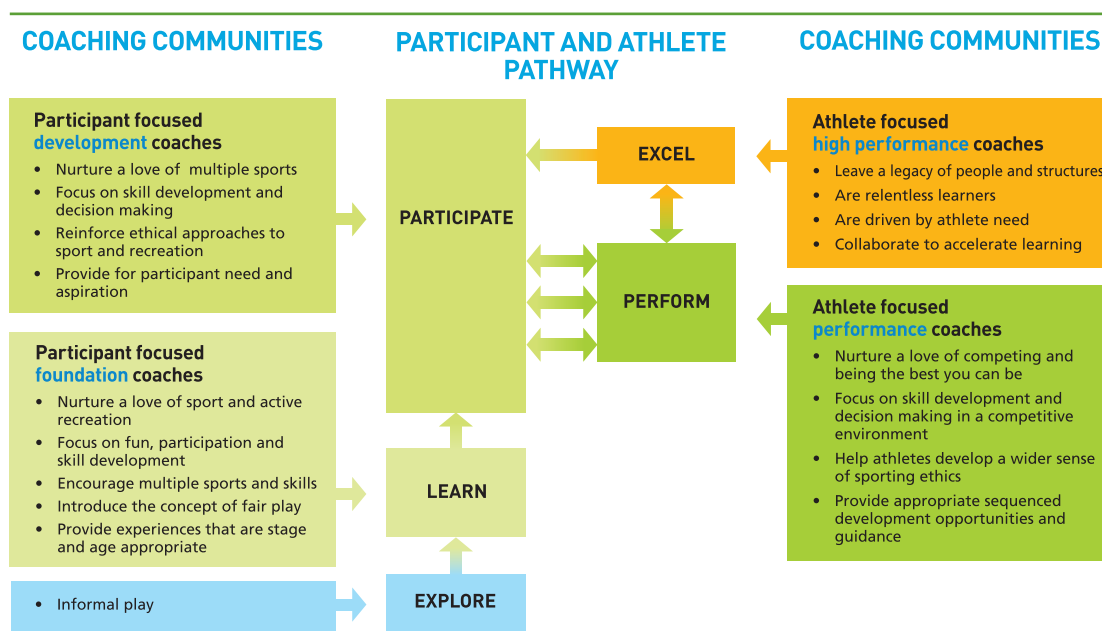
THE CORNERSTONE	<ol style="list-style-type: none"> 1. Coaching should focus first and foremost on the needs of the participant or athlete being coached
COACHING IN THE WIDER CONTEXT	<ol style="list-style-type: none"> 2. Good coaching is one of the key factors in retaining people in sport 3. Community sport coaching is a positive force in fostering a healthy society 4. Good community coaches are leaders and have a huge positive impact on the development of young New Zealanders
COACH DEVELOPMENT	<ol style="list-style-type: none"> 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 broadly align with different stages of participant need 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	<ol style="list-style-type: none"> 9. Sport leads sport - It is the responsibility of each NSO 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

3. THE COACHING COMMUNITIES

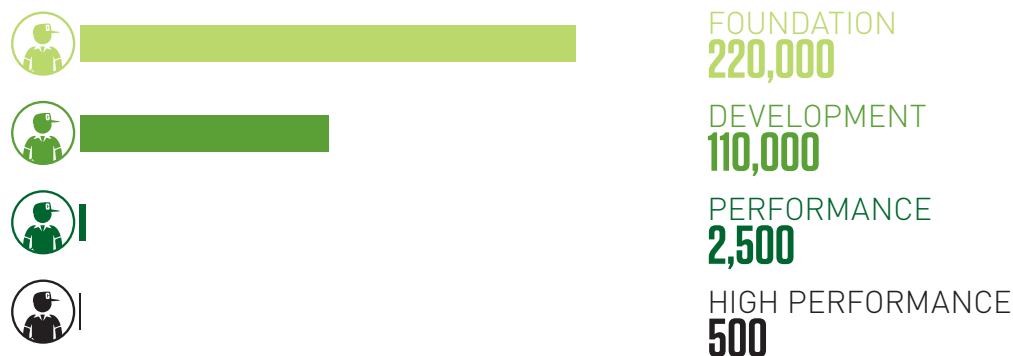
Participants at different stages of their life will have different coaching needs. While coaching tailored to the individual need of every participant would be the ideal state, the size and complexity of our community sport system makes this impossible.

Instead the NZ Coaching Strategy has established four broad coaching communities that provide guidelines regarding good coaching practice for participants at different stages of their development.

The table below provides a snapshot of the key skills required of coaches in each community. Further detail regarding the Foundation, Development and Performance coaching communities can be found in Appendix 5.



It is difficult to know exactly how many coaches there are operating in each of the four coaching communities but, based on the data available, the split of coaches is approximately



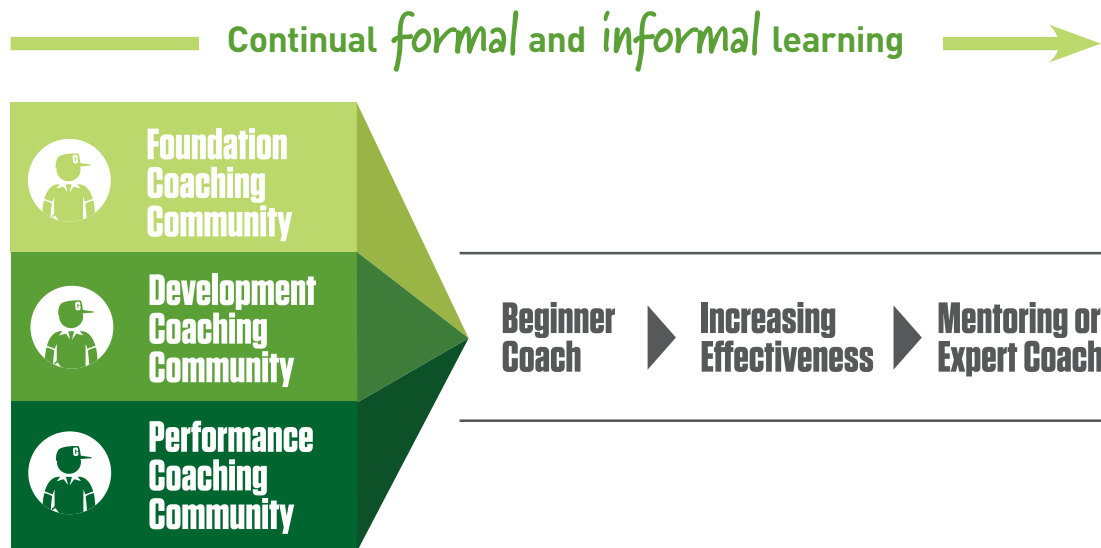
This Community Sport Coaching Plan has been established to provide the coaching support needed for participants through the Learn, Participate and Perform stages of the participant and athlete pathway.

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.

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: Sport NZ, NSO and RST coach development programmes

Informal learning: Other seminars, conferences, self-learning, mentoring, interactions with other coaches, on-job learning etc.



4. SCOPE, PROCESS AND OUTCOMES

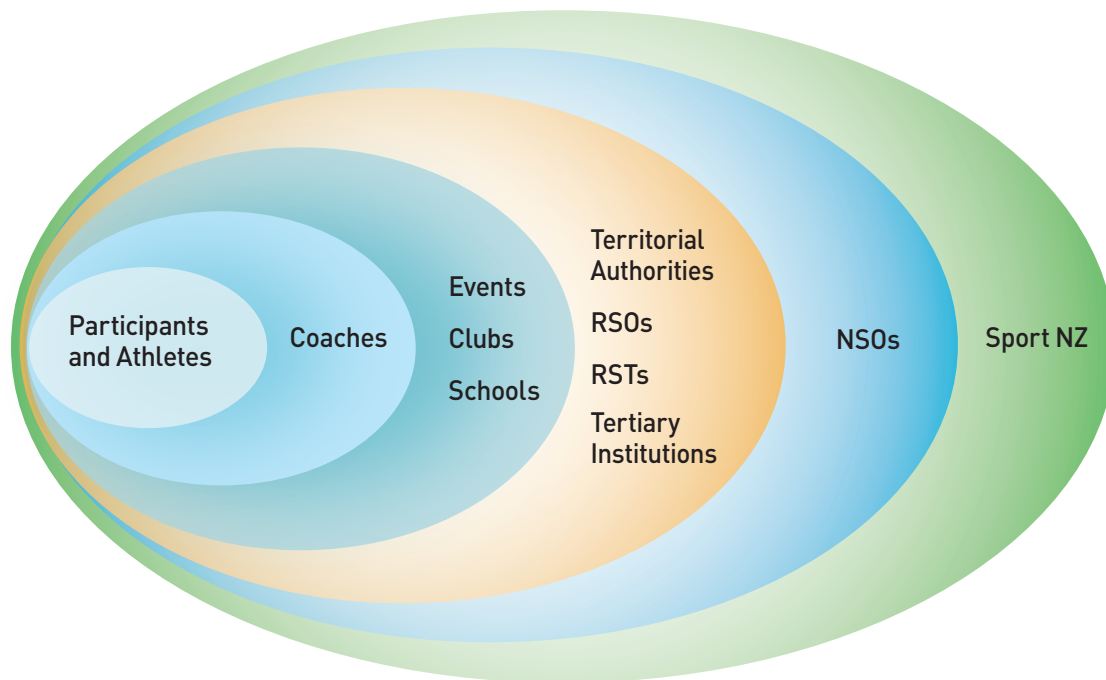
The scope of this plan

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

For this reason the focus of this plan is very much on building system capability across the sector and developing innovative leadership at all levels.

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. The system will only be able to support these coaches 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"> 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 To design and deliver targeted programmes in the areas of Coach Developer Training, Performance Coaching and developing leaders. To research, coordinate and provide generic coaching best practice guidelines, templates and coaching knowledge to the wider coaching sector at all levels
National Sports Organisations (NSOs)	<ul style="list-style-type: none"> 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 To design and deliver targeted programmes based on the needs of their sport. 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
Regional Sports Organisations (RSOs)	<ul style="list-style-type: none"> 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 To adapt their NSO's generic and sport specific coaching best practice guidelines, templates and coaching knowledge to suit their regional needs
Regional Sports Trusts (RSTs)	<ul style="list-style-type: none"> To support RSOs to deliver quality coach development opportunities within their region To design and deliver targeted programmes based on the needs of their region. To adapt Sport NZ's generic coaching best practice guidelines, templates and coaching knowledge to support RSOs, clubs and schools within their region
Tertiary Institutions	<ul style="list-style-type: none"> To support the sector through targeted research and provision of education and training opportunities
Territorial Authorities	<ul style="list-style-type: none"> To support the sector through the provision of facilities and partnering in targeted projects
Clubs	<ul style="list-style-type: none"> To recruit, develop and retain the coaches needed to support the participant and athlete demand in their club
Schools	<ul style="list-style-type: none"> To recruit, develop and retain the coaches needed to support the participant and athlete demand in their school

Defining success – what a world leading community sport coaching system looks like

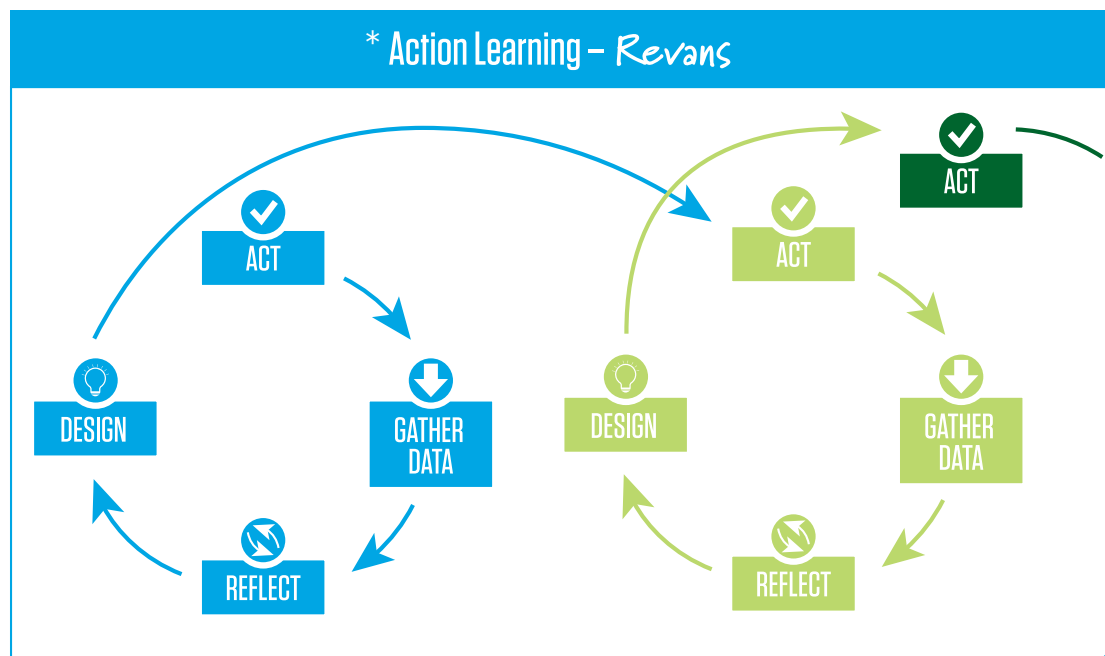
Traditional thinking would say that in a world leading community sports coaching system

- there would be enough coaches to meet participant need
- these coaches would be highly skilled and engaged in their own learning
- the great work they do would be recognised and valued across the wider sector and society in general
- the combined impact of all these factors would be an inclusive, positive, safe and welcoming community sport environment that fostered high participation levels.

Those were essentially the outcomes identified in 2012 (and in most coach development plans). But Rome wasn't built in a day and it takes time for systems to evolve. An independent report on the impact of the Community Sport Coaching Plan from 2012-2015 indicates that while good progress has been made towards this ideal state, there is a long way to go.

This plan recognises that the ideal state is simply aspirational and that our more immediate collective focus should be on the process rather than the outcome. For that reason we have identified five key focus areas for the period 2016-2020. We believe that if we focus on these five areas over the next four years we will make significant progress towards the ideal state.

In each area we will adopt an action learning process* that fosters innovation and develops leadership across the sector. If we do this well, by 2020 we will make good progress towards the ideal state and also be in a good position to determine our next stage of development as new themes emerge and our learning becomes deeper. As in any good coaching programme, if we focus on the process then ultimately the outcome will look after itself.



Our five focus areas for 2016-2020 are



The call to action

To provide clear direction a Game Plan has been developed for each of these five focus areas. Each Game Plan includes a range of tactics that will guide our direction over the next four years.

We believe system building in a highly complex system is a long term game with solutions emerging rather than being clear at the outset. For this reason we have avoided trying to set concrete annual targets, instead identifying in each focus area a broad indicative success statement for 2020. We will monitor and evaluate our progress in each focus area by conducting an annual triversity review that will evaluate progress towards the success statement and identify areas for improvement in the following year.

A greater level of detail will flow directly from this plan into the Sport NZ Coaching Operational Plan, which will be developed annually together with budgets and resource allocation.

While this Community Coaching Plan stretches through until 2020, a full review will be conducted in 2019 to evaluate progress against each Game Plan and identify emergent themes that will inform our next stage of planning.

5. THE GAME PLANS

Game Plan One

Focus area

Leadership development - The breadth and depth of our community sport system means that it is very difficult for Sport NZ to have a direct impact on the thousands of development and foundation coaches. Consequently we will focus on developing the leaders at different levels of our system who have a more direct impact on the coaches. By developing a multi-tiered learning environment we will empower people to create innovative solutions that will work and have impact at a community level.

2020 indicative success statement

- The leadership training conducted within the coaching sector is regarded as the benchmark for the community sport sector. Through focusing on developing a deeper shared vision and mental models around coaching across a wide range of leaders, innovative solutions regarding coaching system structures and patterns of behaviour are emerging at all levels of community sport.

Method of evaluation

- A comprehensive Triversity Review conducted annually.

Mental Models are the hidden beliefs, values and assumptions that guide our behaviour.

A comprehensive annual Triversity Review is a qualitative monitoring and evaluation approach promoted by the Sport NZ Coaching Unit based on triangulated feedback driving continuous cycles of improvement. For each Game Plan a separate monitoring and evaluation template will contain details of KPIs and 2016 baselines.

Tactics
1. Continue to build Senior Coach Development Leadership capability across Sport NZ, NSOs and RSTs.
2. Develop new Innovation Leadership Programme (ILP) targeting emerging regional leaders.
3. Develop national network of Growing Coaches Programme Leaders.
4. Actively support learning development programmes in other areas of Community Sport.



Game Plan Two

Focus area

Coach developer training - Within community sport there is a clear understanding that the quality of coaching will have a direct impact on participation rates. Put simply if participants have a great coach they are more likely to continue playing sport, if they have a bad coach they are more likely to drop out. What is less well understood is that the quality of coach development will in turn have a significant impact on the quality of coaching. Due to the size and complexity of our community sport system it is extremely difficult to work directly with over 300,000 community coaches. But it is possible to work with the people who develop our coaches – the Coach Developers across the country who train the coaches. We can also work with the Trainers in NSOs and RSTs who in turn train the Coach Developers. Over the next four years we will focus on building a stronger and more capable national network of these people, and they in turn will develop better coaches who will improve the participant experience.

2020 indicative success statement

- The role of Coach Developer is now recognised as one of the most critical roles within our community sports system. Our nationwide network of over 200 Coach Developers is now better equipped to engage and develop the coaches they work with at all levels. As a result of the range of learning and development opportunities offered to Coach Developers by Sport NZ, NSOs and RSTs, the quality of coach development has improved across the sector. This in turn has led to an improvement in the quality of the coaches who have been trained by these Coach Developers.

Method of evaluation

- A comprehensive Triversity Review conducted annually.

Tactics

1. Continue to use Sport NZ Three Day residential course as a vehicle to induct Coach Developers into the wider community of practice, supported by extension modules to assist in ongoing learning.
2. Support the ongoing development of trainers in NSOs so they can place more emphasis on Coach Developer Training within their coaching programmes.
3. Encourage RSTs to develop regional communities of practice to facilitate on-going learning for Coach Developers.
4. Develop and make assessable quality Tools and Resources to support Coach Developers.



Game Plan Three

Focus area

Performance coaching - Performance coaches have a vital role within the sector. In working with pre-elite athletes they represent both the pinnacle of the community sport experience, while also the gateway to the world of high performance. Over the next four years we will focus on supporting performance coaches and developing greater expertise around talent development.

2020 indicative success statement

- The importance of quality performance coaching is now fully recognised by National Sporting Organisations who are better able to identify and support their performance coaches. As a result of the targeted support from Sport NZ in this area the quality of the coaches involved has improved. The Sport NZ support is fully aligned with the NSO programmes.

Method of evaluation

- A comprehensive Triversity Review conducted annually.

Tactics
1. Deliver Year Three of current Performance Coach Advance programme.
2. Conduct comprehensive review including PCA, Talent Plan, P2P and HPSNZ Coach Performance Programme to determine the best support structure for performance coaching 2017-2020.
3. Implement recommended performance coaching support structure.
4. Investigate and share good practice amongst NSOs and RSOs in wider talent development area.



Game Plan Four

Focus Area

NSO and RST system building - NSOs and RSTs remain our key partners in promoting coach development. The Sport NZ Coaching Unit, in association with other Sport NZ teams, will work closely with them to assist the building of the internal organisational systems that are needed to support coach development in their sport or region.

2020 indicative success statement

- The coach development plans and systems within our larger NSOs and the 14 RSTs have evolved to a stage where they are now a core part of their business. As a result of improved leadership there is now greater clarity of purpose. Monitoring and evaluation is evolving away from simplistic quantitative measures, towards the development of action learning cycles and identifying emergent themes.

Method of evaluation

- A comprehensive Triversity Review conducted annually.

Tactics

1. Refresh CoachMark tool to work as part of Sports Compass and to cater to both NSOs and RSTs.
2. Delivery of CoachMark and Triversity Review annually with RSTs and NSOs as part of wider Community Sport investment monitoring and evaluation process.
3. Development and delivery of more intensive and strategic CoachMark+ process to be used with key partners in five year cycles.
4. Management of Coach Development Project Fund to maximum effect with partners.



Game Plan Five

Focus Area

Connectivity and collaboration - Some of the most powerful learning comes through cross sport collaboration so we will provide opportunities for coaches and coach developers to meet, connect, collaborate and share good practice across the sector. Through building effective networks of coaching people we believe that, in time, powerful self-driven communities of practice will develop.

2020 indicative success statement

- The mix of national and regional workshops and conferences available to coaches and coach developers has grown in both number and quality. The improved ability of leaders to structure these events to meet the needs of the participants and foster collaboration has meant that engagement levels are high, while at the same time coaching communities of practice are now starting to develop independently.

Method of evaluation

- A comprehensive Triversity Review conducted annually.

Tactics
1. Provide opportunities for coach and coach developer networking through two Sport NZ networking workshops each year.
2. Deliver Connecting Coaches Convention each year.
3. Encourage RSTs to provide regional networking opportunities.
4. Support NSO national coaches conferences as and when required.



NEW ZEALAND COACHING STRATEGY

CORE PRINCIPLES

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

VISION

“A world leading coaching system that enables coaches to meet the needs of community sport participants and 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



THE SPORT NZ COMMUNITY SPORT STRATEGY 2015-2020

Sport NZ’s Strategic Plan 2015-20 has a vision for New Zealand to be the world’s most successful sporting nation as measured by more kids participating in sport and active recreation, more New Zealanders involved in sport and active recreation, and more New Zealand winners on the world stage. To achieve this vision, Sport NZ is working with partners and providers to build a world leading sports system.

The Community Sport Strategy 2015-20 (CS Strategy) sits alongside the Strategic Plan, and reflects the evolution of community sport and the growing challenges the sport system faces. The CS Strategy brings particular attention to the needs of the participant with emphasis on three Focus Areas - School-aged Children (aged 5-18), Local Delivery (particularly in low participation communities) and Competitive Sport (including Talent Development).

Focus Areas



School-aged children
Focusing on ‘physical literacy’ to ensure all young people have the skills they need to be involved in sport for life, targeting 5-18 year-olds



Local delivery
Improving the connectivity of all those involved in local delivery of sport, particularly in low-participation communities



Competitive Sport
Sustaining the number of people participating in existing competition structures and pathways, including talent development

The CS Strategy prioritises the development of five enablers of the sport system - Insights, People, Spaces & Places, Partners & Providers, and Pathways. Coaches are a critical component of the ‘People’ in the system who impact participation in NZ.

Strategic Priorities

<p>1 </p> <p>Insights Success is a well-informed, participant-focused sporting system at all levels:</p> <ul style="list-style-type: none"> • Segmentation • In-depth research • Analysis • Benchmarking • Best practice • Case studies • Sharing • Innovative solutions 	<p>2 </p> <p>People Success is a network of skilled people delivering to and supporting participants:</p> <ul style="list-style-type: none"> • Coaches • Teachers • Parents • Volunteers • Young Leaders 	<p>3 </p> <p>Spaces and Places Success is more and better places for New Zealanders to play sport:</p> <ul style="list-style-type: none"> • Planning • Design • Partnering • Programming 	<p>4 </p> <p>Partners/providers Success is a network of capable partners of sport, providing relevant sport experience:</p> <ul style="list-style-type: none"> • Sports hubs • Community sport capability • Delivery networks • Planning • Local delivery 	<p>5 </p> <p>Pathways Success is the system providing relevant opportunities and integrated experiences to participants that encourage ongoing engagement:</p> <ul style="list-style-type: none"> • Physical literacy • Life-stages learning • Competitions • Talent development • Pathway to podium
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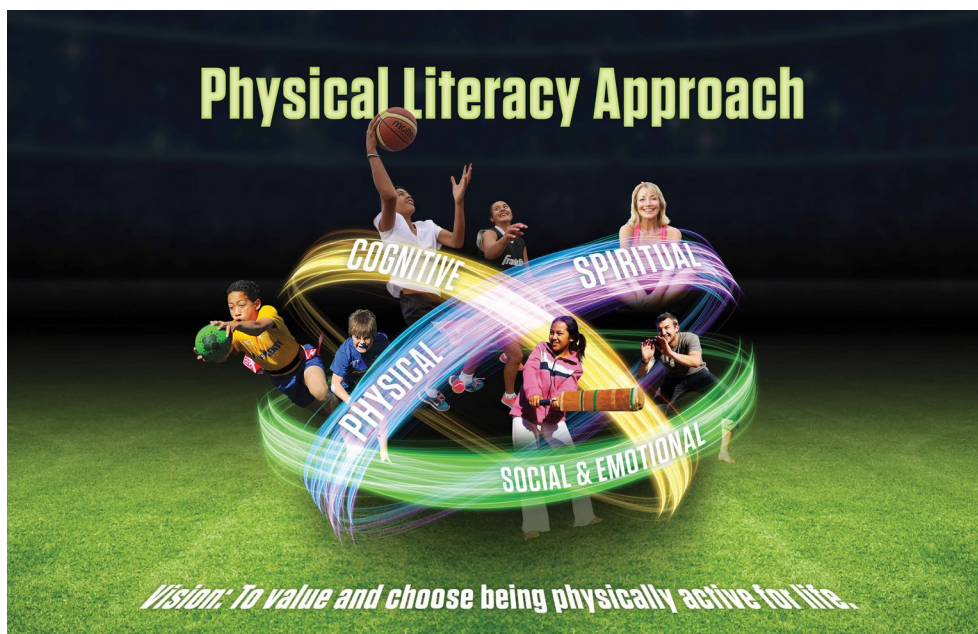
Two areas within the new Community Sport Strategy are particularly relevant to the Coaching Plan. The **Physical Literacy Approach** provides wider guidance regarding participant need at all stages of development, while the **Talent Plan** provides greater insight into how coaches can work most effectively with pre-elite athletes.

WHAT IS PHYSICAL LITERACY?

Physical literacy is “the motivation, confidence, physical competence, knowledge and understanding required by participants that allows them to value and take responsibility for engaging in physical activity and sport for life¹”.

Sport NZ’s Physical Literacy Approach is relevant across all ages, recognising and responding to the needs of a participant as they change throughout life. Babies, children, young people, adults and seniors can all be participating in physical activity and sport in a variety of ways and in a variety of places. Their needs will vary and this document provides a starting point for considering these needs.

¹ Margaret Whitehead, 2013



Why is Sport NZ taking this approach?

To be world-leading in community sport we will be participant-focused, system-led and performance-driven. To bring this participant-focused philosophy to life we are taking a physical literacy approach.

The Sport NZ Physical Literacy Approach takes a holistic view of the participant that considers their physical; social and emotional; cognitive; and spiritual needs. By understanding that these dimensions influence the needs of every participant, within their specific environments, we can provide physical activity and sport experiences that inspire ongoing participation.

We want to ensure that our partners and providers, government agencies, and all who provide and support physical activity and sport opportunities, have a shared understanding of this holistic needs approach and consider how it can add value to the physical activity and sport opportunities they provide.

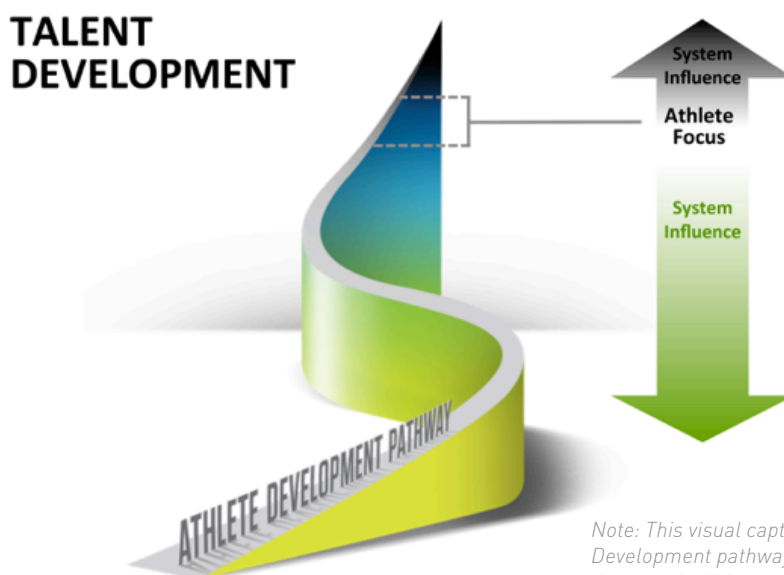
WHAT IS TALENT DEVELOPMENT?

Talent development is developing athletes to realise their potential in sport and in life – winning in the long run.

A world class talent development system encompasses identification, confirmation, selection / de-selection, performance planning, competition and monitoring processes. These processes ensure that people and organisations are working with the 'right athletes' at the 'right time'.

The Talent Plan will guide those working in the sports system to better enable them to put the development needs of the athlete first. It will also influence partners to provide quality developmental experiences for athletes as their pathway aligns between school sport, community sport, talent development and high performance.

The diagram below illustrates the Sport NZ athlete development pathway and the focus of the Talent Development Plan.



Note: This visual captures a revised Sport NZ Athlete Development pathway, more information regarding this visual will be provided to the sector in 2016/17.

Talent Plan - what we believe in

The Talent Plan is centered on five core beliefs. Every action by Sport NZ, our partners, coaches, teachers and parents need to align with these core beliefs. They are:

1. **athlete's needs come first** – all decisions made about individual athlete development are informed by an understanding of their needs as an athlete and as a person, both in the short term and in the long run.
2. **working together for collective impact** – all partners (including parents) put their own interests aside, align policies and practices and collaborate to work in the best interests of the athlete.
3. **effective pathways** – sports pathways are clear, underpinned by evidence, and identify the opportunities and the expectations of individual athletes at each stage of the pathway.
4. **continuous learning** – continuous learning and a growth mind set underpin success for the athlete, for the people who support the athlete and for the organisations that enable these people.
5. **quality coaching** – quality coaching is crucial to long-term athlete success, quality coaches understand the performance needs of the athlete and influence the people and the environment around the athlete.



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

