

# Welsh Hockey Union

## National Coaching Strategy

1 April 2007 to 31 March 2009



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#### Broad Aims

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## Overview

The Welsh Hockey Union recognises the importance of developing and promoting coaches and coaching for the long term benefit of the game in Wales. Sustainable investment in coaching is vital to ensure that we are best placed to achieve our targets for club development, talent identification and international performance.

The philosophy underpinning this Plan is:-

“More coaches and better coaches mean more players and better players”

Much is made of the need to use the opportunity afforded by the 2012 Olympic Games to develop a legacy of greater participation in sport, particularly in younger people. It is vital to remember that without sufficient coaches and volunteers, the quality, positive sporting opportunities required to allow this to happen will not exist.

## Broad Aims - Outline

1. Coaching Network: To develop a sustainable, qualified, well trained, active network of licensed coaches deployed at all levels of the hockey pathway across Wales
2. Standing: To raise the profile of coaches and coaching in Wales, to promote best coaching practice and champion high quality coaching
3. CoachCare: To support and reward the efforts of all hockey coaches in Wales
4. Workforce Development: To train and develop a high quality workforce of Coach Educators, Mentors, Assessors and Verifiers to support the delivery of Coach Education/Development events
5. Finance and staffing: To secure sustainable funding to support all elements of this plan and the staff to deliver on its aims.

## **Broad Aim I.**

### **Coaching Network**

#### I.1 Defining the need

In order to quantify the optimum size of the network of coaches required to meet the needs of the pathway we must first define the following:-

- i. Target minimum qualification/training standards required at each level within the pathway. See table a.)
- ii. Number of clubs (Performance and Community), Talent ID Centres (CoLD and CoRE), Academies (Regional and Junior), Representative Teams (County Schoolgirl and Regional age-group teams). See table b.)

Table a.) Recommended standards

<b>Post</b>	<b>Target Qualification/Training</b>	<b>Mentoring via</b>	<b>Development Plans</b>
<b>Nat. Team Coaches</b>	<b>Head Coach UKCC 3</b> <b>Asst. Coach UKCC 2</b>	<b>WHU Coaching Unit</b>	<b>Group XL Prog</b>
<b>National Perf Coach</b>	<b>UKCC 4</b>	<b>WHU Coaching Unit</b>	<b>Coach XL Prog</b>
<b>Academy Coaches</b>	<b>UKCC 3</b>	<b>WHU Coaching Unit</b>	<b>Group XL Prog</b>
<b>Centres of Excellence</b>	<b>UKCC 2</b>	<b>WHU Coaching Unit</b>	<b>Group plan</b>
<b>Centres of Development</b>	<b>UKCC 2</b>	<b>WHU Coaching Unit</b>	<b>Group plan</b>
<b>Club Dev Staff/Community Coaches</b>	<b>UKCC 2</b>	<b>WHU Coaching Unit</b>	<b>Group plan</b>
<b>Performance Clubs</b>	<b>Head Coach UKCC 3 (x1 min)</b> <b>Coach UKCC 2 (x1 min)</b> <b>Asst Coaches 1</b>	<b>WHU Coaching Unit</b> <b>Club L3 Coach</b> <b>Club L2 Coaches</b>	<b>Head Coach = Group XL</b>
<b>Community Clubs</b>	Coach 2 (x1 min) Asst Coaches 1	Club L2 Coaches	
<b>Regional Age Group Teams</b>	UKCC 2	WHU Coaching Unit	
<b>County Schoolgirl teams</b>	UKCC 2		
<b>Teachers delivering @ KS3</b>	KS3 CFT Course		
<b>Teachers delivering @ KS2</b>	FUNdamentals CFT Course		

Notes to the above.

Whilst these standards will be challenging, initiatives such as the Club Accreditation Scheme will drive the move towards them.

At present there is no formal documented WHU policy on qualifications required by WHU centrally controlled/funded coaches (International, Academy/Performance Clubs and Club Development Officers). For all future appointments and

reappointments, the qualification standards **marked in red in the table above** will be clearly stated in Person Specifications. Although it will be difficult to insist on this in the short term, any appointments made before the dates below should be on the proviso that coaches not currently meeting the standards will commit to meeting them by 2010 (for Level 4), 2009 (for Level 3), and 2008 (for Level 2). In all such circumstances, this must be clearly documented in any contracts, work programmes and Personal Development Plans. All National Head Coaches and any contracted WHU Coaches will be included in the WHU High Performance or Potential Coach Development Group to support their move to reach the required standards by the dates stated.

Coaching Unit personnel will be built in to the recruitment process for all of the posts detailed above (e.g. shortlisting and interviewing as appropriate) to ensure rigorous and accurate checking of competency and CV's by those with responsibility for coaching standards and extensive knowledge of prevailing coaching qualifications.

The minimum standards for each layer in the hockey pathway (above) have been set with reference to competency levels (and therefore National Occupational Standards) as follows:

UKCC Level	Competency Level.
5	Generate, direct and manage the implementation of cutting-edge coaching solutions and programmes
4	Design, implement and evaluate the process and outcome of long-term/specialist coaching programmes
3	Plan, implement, analyse and revise annual/seasonal coaching programmes
2	Prepare for, deliver and review coaching session(s)
1	Assist more qualified coaches, delivering aspects of coaching sessions, normally under direct supervision

Table b.) Number of Clubs/Teams at all levels

Nat. Teams	8 (U16, U18, U21, Sen for Men and Women)
Academies	3 (N, SW, SE)
Centres of Excellence (NETS)	2 (Boys and Girls)
Centres of Development (LETS)	6 (N, SW, SE for boys and girls)
Club Dev Officers	12
Performance Clubs/Teams	2/14
Community Clubs/Teams	119/422
Regional Age Group Teams	10
County Schoolgirl teams	?
KS3 Hockey schools	218
KS2 Hockey schools	346

Taking into account the fact that many coaches will be working at a number of different levels, it is possible to make an informed estimate as to the number of coaches required at each level. See table c.)

Table c.) Coaches required at each level

Coaches required	Training/Qualification Level					
	CfT	1	2	3	4	5
	564	250	175	15	2	-

In order to be able to grow and maintain the coaching network, the WHU will deliver a high quality, accessible, equitable, well promoted programme of vertical and horizontal Coach Education and development opportunities to meet the demands of the hockey in Wales. Incorporating numbers of coaches qualified via UKCC courses and coaches updating from pre UKCC WHU coaching awards, it is possible to forecast and set targets for the cumulative number of coaches at all levels in Wales.

Table d.) Predicted/Target Growth in Coaching Network

	CfT	1	2	3	4	5
Sept 2006 – March 2007	226	54	15	2	0	0
April 2007 – March 2008	326	130	85	8	0	0
April 2008 – March 2009	<b>426</b>	<b>210</b>	<b>150</b>	<b>15</b>	<b>2</b>	<b>0</b>

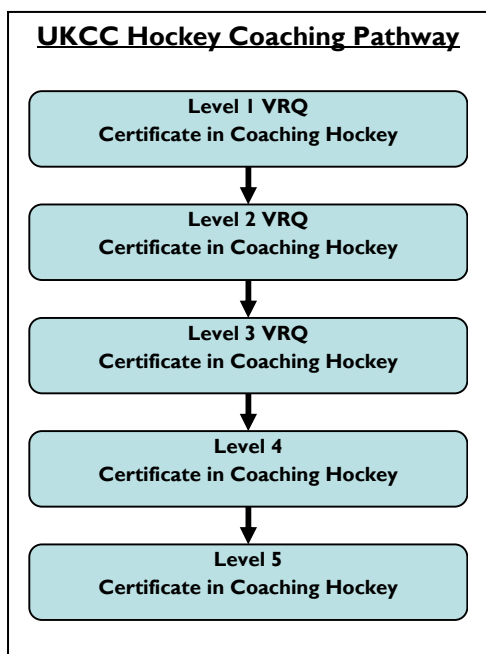
From the figures above (table's c and d.) it is possible to forecast the ongoing demand for courses once the network of coaches has reached the required size. See table e.)

Table e.) Forecast demand

	CfT	1	2	3	4	5
Estimated natural wastage % pa	10	25	25	20	?	?
Courses/candidates p.a. required to maintain numbers	7/140	3/65	3/45	1/3	?	?

1.2 Formal Coaching Qualifications

The diagram below shows the five different levels of vertical development in the coaching pathway which is in line with UKCC/NOS competency levels.



### Level One Coaching Certificate

The Level One Course leads to accreditation as a Level One Coach. This is the minimum qualification for those formally involved in hockey coaching sessions.

The Level One Award provides the knowledge and skills essential to run safe and enjoyable sessions for adults and young people being introduced to the game. It is appropriate for Level One qualified Coaches to be working with juniors, school teams and lower level club teams.

In line with the United Kingdom Coaching Certificate, the Level One Award is an Assistant Coaches award and all holders will only be able to coach under the supervision of a more senior Coach; for example a Level Two qualified Coach working on another part of the pitch will assume responsibility for the session. Level One Coaches should only coach those skills that they are qualified to coach. More advanced skills require further training and qualifications to ensure safe and effective coaching.

The Level One Course is open to candidates aged 16 or over with some experience of playing hockey and possibly with some practice in helping in a coaching or teaching environment. The Course is a minimum of 17 hours tutored pitch time and theory work and usually runs over one evening and two full days spread over two weekends. A short practical assessment is included within the course along with a short theory exam paper. Candidates will be informed after assessment if they have been awarded the Level One Certificate in Coaching Hockey.

Candidates can expect their Tutors to introduce:-

- Basic techniques
- Principles of play
- Small-sided games
- Rules of the game
- Underpinning theory knowledge
- Skills to create a safe enjoyable and effective coaching environment

### Level Two Coaching Certificate

This is the qualification for those aged 18 or over wishing to coach the techniques of the game beyond an introductory level and to apply them to tactical play through the coaching of teams. It is only suitable for those with experience of coaching hockey. Candidates wishing to attend a Level Two Course must hold a current Welsh Hockey Level One Award or have sufficient relevant Accredited Prior Learning in line with Hockey Coaching UK policy.

The Level Two Course is a minimum of 35 hours tutored pitch time and theory work. All of the theory work is completed on the course and relates directly to the practical situation. A further 14 hours of practical coaching, some of it mentored will take place following the course prior to assessment. Candidates will have two practical assessments, one

coaching children and one coaching adults. Those passing assessment will be awarded the Level Two Certificate in Coaching Hockey.

Level Two qualified Coaches will be able work unsupervised and may take on the supervision of Level One Coaches. They will be able to coach the full range of techniques and skills in the modern game. All Level Two Coaches must hold a recognised First Aid qualification and have attended a Sports Coach UK Good Practice and Child Protection workshop or equivalent training.

### Level Three Coaching Certificate

This is the qualification for those that wish to coach tactical and team play at an advanced level. Candidates for Level Three Courses must hold a current Welsh Hockey Level Two Award or have sufficient relevant Accredited Prior Learning in line with Hockey Coaching UK policy.

Level Three qualified Coaches will be required and able to devise and implement long term (annual/seasonal) appropriate programmes of fitness, skill development, tactical play, match preparation and technical corrections for teams playing at a high standard.

They should also be able to lead a group of other coaches and support personnel over a continued period of time in planning and implementing such programmes in a safe enjoyable and challenging way.

The course runs over a sustained period (currently a week long residential event) and will include the preparation and delivery of a structured coaching programme. This will involve a minimum of 40 hours of tutored pitch work and theory work in a classroom and at least 20 hours of practical coaching, some of it mentored. The assessment will be on two separate occasions and successful candidates will be awarded the Level Three Certificate in Coaching Hockey. The course must be completed within 18 months following registration.

Level Three Courses are run yearly on a shared basis across the Home Countries although as demand rises it is planned that more courses will be run on a more regional basis.

### 1.3 Coaching for Teachers

In order to support the work of Dragon Sport, the 5x60 project and hockey coaching in schools at all Key Stages of the National Curriculum we will design and deliver a range of 3 hour InSeTT AND ITT workshops. The attendance based workshops on offer will be:-

FUNdamentals	Key Stage 2	(currently available)
Transition Hockey	Key Stages 2/3	(available Spring term 2007)
Hockey Team Play	Key Stage 3	(available Autumn term 2007)






In order to maximise the effectiveness of this programme, we will develop and maintain close partnerships with Dragon Sport/5x60/PESs Officers as well as with Education (e.g. ESIS) and Higher Education sectors. See table f.) for predicted growth in the number of teachers having attended Cft workshops.

Table f.) Predicted/Target Growth in Coaching Network

	Cft	1	2	3	4	5
Sept 2006 – March 2007	226	54	15	2	0	0
April 2007 – March 2008	326	130	85	8	0	0
April 2008 – March 2009	<b>426</b>	<b>210</b>	<b>150</b>	<b>15</b>	<b>2</b>	<b>0</b>





### 1.4 Accessibility/Equity

In order to fulfil its commitment to these issues, we will make every effort to remove as many of the barriers that traditionally exist in recruiting candidates. These barriers include:

-  Cost
-  Time commitment/Lifestyle
-  Male dominance (candidates and Coach Educators)
-  Language
-  Lack of awareness of courses/events

To address the issue of cost, we will make every effort to keep the costs of attending coaching events to as low a level as possible whilst maintaining financial prudence. We will monitor course fees charged by all UKCC sports in Wales and maintain ours in the mid range of those fees.

To overcome the accessibility and equity issues of Time/Lifestyle, gender imbalance and language, we will commit to:

-  Site our courses on a geographically equitable basis to minimise travelling time
-  Run courses and provide resources in the Welsh language
-  Run women only courses
-  Recruit, train and retain female tutors and assessors

In order to facilitate this, courses will be run as follows.

(Figures in brackets indicate number of courses p.a.)	UKCC Level						
	Level '0'	CFT	1	2	3	4	5
Geographical Coverage	Club	Local	Local	Regional	UK Regions	GB	
Welsh Language Courses/Resources	Yes (2)	No	Yes (1)	No			
Women only Courses	No	No	Yes (1)	No	No	No	No

We will make a commitment to run scheduled courses with final candidate numbers below the stated minimums where no other alternative courses are available within a reasonable distance/timescale. All courses will be run on a modular basis with a consistent format to allow candidates to easily complete missed elements at a future course. In order to maintain some control over recruitment and finances, early programming and marketing of courses will be vital.

The learning programmes, assessment procedures, resources and competency levels from pre UKCC WHU Coaching Awards will be closely mapped against the new UKCC Qualifications in order to allow those wishing to update to gain credit for prior learning. The modular format of the new courses will allow coaches to make up their knowledge and skills in line with UKCC competency levels in a sensitive and flexible way.

Similarly, our formal policy will allow those with significant coaching experience but no formal coaching qualifications to enter the UKCC qualification pathway at the appropriate level.

Regarding existing qualifications it is important to note that the UK National Source Group for Hockey has stated that from 1st January 2010, no coaches except those licensed at UKCC Level 2, or above, will be licensed to coach independently. Independent coaching is defined as coaching that takes place without the supervision and presence of a Level 2 coach or above throughout the session. Our written commitment to the implementation of the recommendations of the Source Group makes this formal WHU policy. This needs to be clearly communicated to all parts of the hockey community via the website, newsletters, and through Hockey Forums and Regions.

To ensure that this policy works for us to encourage people to gain formal qualifications and not against us by becoming a millstone around our necks, we will give support to allow individuals to make use of APEL and Transfer of Existing Awards Policies by educating the hockey community of the opportunities available to them in this regard via the website, newsletters and letters to all holders of existing WHU Coaching qualifications.

### 1.5 Promotion of courses/events.

To overcome the lack of awareness of courses and other coaching events, we will actively promote all events through the following channels.

Promotion of Courses / Recruitment Marketing			
	www.welsh-hockey.co.uk	Club Development Officers/Regional Secs/Coaching Reps and UA's	Others
CFT	Yes	Yes	Dragon Sport/Education/5x60/ESIS
UKCC 1	Yes	Yes	Urdd/WHU4U
UKCC 2	Yes	Yes	Urdd/WHU4U
UKCC 3	No	No	WHU4U/CPD Groups
UKCC 4 & 5	No	No	CPD Groups
Workshops	Yes	Yes	WHU4U
Generic (ScUK etc.)	Via signposts/links to SCW Coaching Wales site	No	CPD Groups/Course Candidates.

### 1.6 Long Term Athlete Development and Long Term Coach Development (LTAD/LTCD)

In order to develop our coaching network, we will integrate Coach Education into all stages of the LTAD pathway. We will aim to work towards adopting a formal LTAD policy implement it across our work in all areas of the Coaching Plan by 31<sup>st</sup> March 2009.

We will seek opportunities to run coach education programmes alongside athlete development programmes. Until this process is fully in place, we will work hard to identify those current and recently retired performance athletes with coaching potential and to design actively managed programmes to allow them to move into coaching quickly and easily.

### 1.7 Tracking/Monitoring and Management Information Systems

At present, although we are able to print off lists of coaches qualified at certain levels from our current database, the system does not allow us to filter the information in any way. This makes it very time inefficient to manage our coaching database and prevents us from being proactive. In order to actively manage our active coaching network and to allow a closer and longer term relationship to develop with our coaches, we will aim to have a fully functioning database of coaches with the flexibility and capacity to add new information fields to deal with the fast growing coaching environment. It is our aim to have this operational by 31<sup>st</sup> March 2007.

### 1.8 Licensing

A key part of the UK Action Plan for Coaching is Coach Licensing. This concept and the details are currently being worked up, but we will need to consider licensing all Coaches at Levels 2 and above from 2010. Licensing would probably include the following elements.

- UKCC qualification
- Knowledge and skills kept up to date (evidence of formally managed not incidental CPD)
- Insurance held
- First Aid trained

We will ensure that we are able to deal with this when required. An up to date, flexible database of coaches will allow us to move quickly as details and proposals are released.

Once Coach Licensing becomes operational, all coaches employed/deployed by WHU will be required to be licensed. This will be clearly stated in Person Specifications.

## 1.9 Focus

Whilst all elements of the coaching plan will assist in hitting targets in Development and Performance, our focus will be the training and development of sufficient Level 2 Coaches to provide the number of opportunities required across the hockey community before 2010. Alongside this, we will make efforts to re-engage with the Secondary School hockey environment to raise the standard of technical and tactical delivery.

## **Broad Aim 2.**

### **Standing**

In order to recruit the number of coaches required to fulfil the demands of the WHUL Strategic Plan, we will play our part alongside the Sports Council for Wales and other agencies to raise the profile and standing of hockey coaches and hockey coaching in Wales. In order to continue to be eligible for funding for this work, we will need to demonstrate an ongoing strategic commitment to coaching.

We will demonstrate this at a corporate level in the following ways (subject to the needs of the business) :-

- Making a formal commitment to implementing the UK Action plan for Coaching
- Maintaining coaching as a high priority in our strategic plans with clearly stated targets
- Making reference to the importance of coaching in the strategic plans of the Performance and Development sections with clearly stated targets
- Identifying the Coaching unit as a separate section within the WHU rather than a subsection of development which prevents it from engaging fully with the performance elements of the strategic plan.
- Continuing to have staff assigned to coaching.
- Having a clearly identified coaching budget
- Committing WHU funds in addition to grant funding for salary and revenue costs and operational support where possible.
- Having a well represented consultancy and advisory forum clearly positioned in a modernised WHU governance structure
- Advocating at a corporate level formal coach education/qualifications and a commitment to CPD for all WHU centrally funded/controlled coaches.

The WHU will continue to play their part in the wider UK/GB development of coaching through continued Coaching Unit staff representation on the UK Hockey National Source Group. The move away from design phase of UKCC awards

to a wider, more strategic implementation of the UK Action Plan for Coaching will require direct Chief Executive Officer involvement in the work of the UK National Source Group in addition to that of the Coaching Manager.

Closer to home, we will forge closer links with all parts of the hockey community. We will encourage and support regions to identify personnel at regional and club level that are prepared to take on informal coaching liaison roles. The role of such personnel should be as follows

- Identifying potential coaches within clubs and regions
- Passing on details of coaching courses and other relevant events
- Encouraging CPD
- Community Chest bids for coach education and development projects
- Reporting on coaching issues to regional committees/national Coaching Committee/Coaching Manager

To support and benefit from the work carried out by the SCW to promote coaching we will look to encourage the nomination of hockey coaches for national and local Coach of the Year Awards where they exist. We will also be looking to secure regular coaching space in internal and external publications.

- Coaching Wales e-newsletters
- WHU4U
- Push Hockey
- WHU Newsletters

In addition to our work to educate, qualify and develop coaches, we will to educate employers/deployers (clubs, parents, schools etc) about the changes to the coaching arena. Customers should be able to identify quality (and poor) coaching practice. WHU Development Staff as well as all National Squad coaches will take on and embrace the added responsibility of being role models for other coaches who should be given the opportunity to see quality coaching for themselves. A guide to quality coaching will be developed to assist customers to recruit and monitor coaching staff.

## **Broad Aim 3.**

### **CoachCare**

We will continue to give support and assistance to those coaching at all levels as well as those wishing to start out as coaches.

#### 3.1 High Performance Coach Support

All work in this area must be also be clearly identified as part of the WHU Performance plan if the ultimate vision is (as it should be) increasing our success on the international stage. We currently offer different levels of support to identified coaches through the work of our two coaching consultants, and it is important that we continue this work with talented coaches. The operational targets of this work must be twofold:-

- To develop the next generation of Welsh coaches and to give them the skills, knowledge and experience to meet the Person Specification for National Coach positions.
- To ensure that Elite athletes at all age groups across Wales have regular access to high quality coaching/coaches.

The High Performance Group will consist of the Senior and Under 21 Head Coaches and 2 coaches identified as having the potential to staff these positions in the future (maximum 6 Coaches). The Potential Group will consist of Age Group Team Head Coaches (if they are not part of the HP Group) as well as coaches capable of providing regular high quality coaching to Elite athletes in Wales (maximum 10 coaches). We will also continue to provide support for Youth Hockey Activators identified as having the potential to be part of the Potential Group (maximum 4 coaches).

It is important that we do not fall into the trap of regarding further formal qualifications as the sole element of a CPD programme. We will therefore provide creative solutions on a “just in time” basis and not a generalised “just in case” basis. A problem/issue based approach will be adopted in delivering training/support to ensure that learning can be applied in training/high pressure competitive environments and is not purely theoretical. This will undoubtedly result in working with a smaller number of coaches receiving bespoke support. This support will vary depending on the needs of the individuals concerned, but will include:-

- 1-2-1 mentoring support at training sessions, matches and tournaments
- Access to high performance coach development events (UK Sport, scUK and FIH/EHF)
- Mentoring support for formal coaching qualifications
- Action planning
- Distribution of relevant coaching resources/information
- Regular contact
- Networking facilitation

- Opportunities to come together as a High Performance group to allow discussion on performance issues and strategic player development pathways
- Financial support
- Signposting and no-cost access to other coach development opportunities (technical/tactical workshops, sports science etc)
- Programme management (Coach XL, Women into High Performance Coaching etc.)
- Horizontal learning opportunities (specialism e.g. goalkeeper coaches)

In order to reduce our reliance on external support for Sports Scientists, especially in Junior and age group national teams, we will ensure that coaches operating at these levels have functional levels of applied knowledge of match/performance analysis, fitness testing/writing fitness programmes, and sports psychology. Some of this will be catered for through completion of the UKCC Level 3 Award, but other elements will need to be built in to Personal Development Plans.

As the ultimate objective is to impact on performance levels, personal development work will extend beyond high performance coaches and encompass national squad Team Managers and support staff in recognition of the increasingly important role that they play in high performance sport.

Staff to receive support should include:

- Team Managers
- Physiotherapists
- Sports Massage Therapists
- Sports Psychologists
- Strength and Conditioning Coaches/Physiologists
- Match/Performance Analysts

The multi-disciplinary nature of this group will dictate that support will vary greatly but will include:-

- 1-2-1 mentoring support at training sessions, matches and tournaments (Team Managers)
- Action planning (Team Managers)
- Distribution of relevant resources/information (Team Managers)
- Regular contact (All)
- Networking facilitation (All)
- Opportunities to come together as a group to allow discussion on performance issues (All)
- Financial support (All)
- Signposting and no-cost access to other development opportunities (100% Me etc.) (All)
- Vertical learning opportunities (media training etc.) (All)

Due to the specialised and Professional nature of Sports Science roles, it is expected that individuals in these roles will take responsibility for their own development programmes and seek development opportunities available in their own fields/professional communities wherever possible, although funding may be made available to support these opportunities.

### 3.2 CoachCare in the wider hockey coaching community

In our desire to foster longer term relationships with those actively involved in coaching, we will increase the contact that we have with all active coaches and to use a variety of methods of communication. As soon our coach database is fully operational, we will contact newly qualified coaches shortly after they complete their awards (2 months) to identify any support that we might be able to offer (signposts to WHU workshops, scUK workshops etc.). Further down the line (6 months) we will contact coaches to track their activity and to encourage them to move through the coaching qualification pathway (particularly from Level 1 to Level 2) as well as to identify any extra support that we are able to offer (identifying opportunities to work with/observe more experienced coaches etc.)

In order to redress the gender imbalance in coaching, we will ensure that female coaches in particular are given the support that they need to develop their skills, knowledge and contacts. This will be taken into account when identifying coaches to be included on CPD lists etc.

The role of the coach can become an isolated one, and it is important that through personal contact from central and club development staff, newsletters and updates on the website etc. we aim to prevent this feeling of isolation.

Our commitment to coaches will be to ensure sufficient affordable and accessible opportunities for education and development and to provide advice and support on these opportunities. As mentioned earlier, the early scheduling and effective marketing coupled with equitable siting of courses and workshops are vital.

All/any coaches employed/deployed by the WHU and its regions will have appropriate job descriptions, effective management processes including appraisals and opportunities for exit interviews at the end of any fixed term contracts.

## **Broad Aim 4.**

### **Workforce Development**

In order to provide sufficient formal and informal coach education opportunities, a comprehensive ongoing programme of workforce training will be started immediately. The following numbers/roles are required for the delivery of UKCC Coaching Qualifications:-

- Coach Educators (CTS)/Assessors (IAPS/A1) x18
- Internal Verifiers (CIVPS/VI) x 8

	Coach Educators	Assessors	Internal Verifiers
Sept 2006 – March 2007	6	6	2
April 2007 – March 2008	12	12	7
April 2008 – March 2009	18	18	8

In order to carry out these roles, individuals will be qualified in line with the requirements laid down in the qualification specifications for each award.

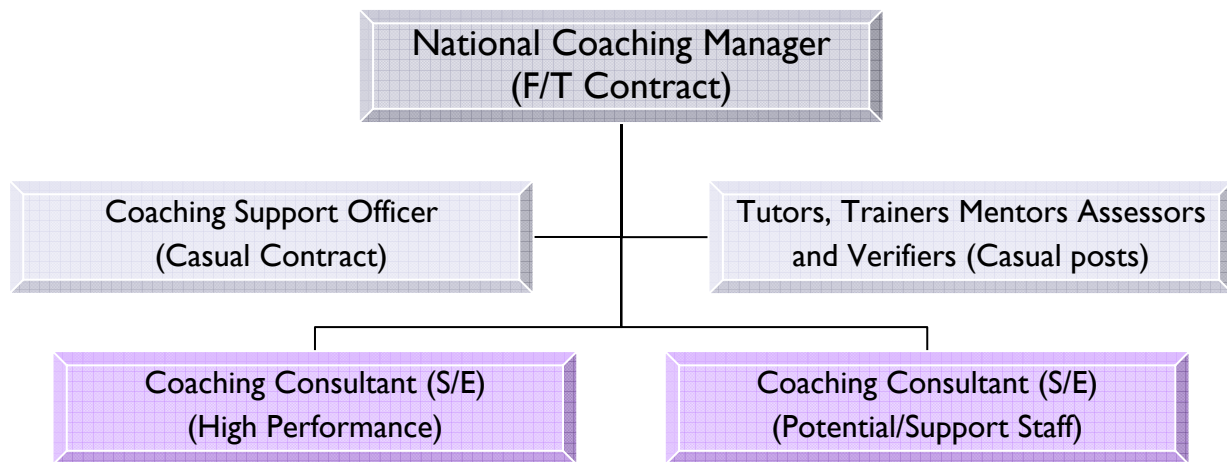
Workforce training opportunities will be provided equitably with regard to geography and scheduling as the majority of our workforce will be from our volunteer base.

We will continue to identify coaches with the right skills to take on these roles and to provide the relevant training free of charge. As experienced coaches, our High Performance Coaches will regard tutoring and assessing of coaches as one of their responsibilities. Similarly, WHU National Performance Staff will play their part in the development and delivery of coach education and development programmes. These will be implemented through Job Descriptions and Work Programmes.

**Broad Aim 5.**  
**Finance and Staffing**

Funding for the Coaching plan has been agreed until 31<sup>st</sup> August 2008 and UKCC funding until 31<sup>st</sup> March 2008. Submissions for further Coaching plan funding form part of the wider WHU Submission plan for the period 1<sup>st</sup> April 2007 to 31<sup>st</sup> March 2009.

Suggested Coaching Unit Staffing Structure



The Coaching Manager position is currently contracted to 31<sup>st</sup> August 2007. Self Employed contracts should be rolling one year contracts for services to allow greater flexibility of delivery. Admin support should be provided via casual 'zero-hour' contracts.

Footnote.

This plan is intended to be a 'live' document that should be reviewed annually as part of the Coaching Unit Yearly review and in consultation with Board and the hockey community. Targets from this document will be incorporated into the yearly work programmes and KPI's of the Coaching Unit.