



# COACHING SCOTLAND

A framework to guide the development  
of coaches, deliverers and coaching in Scotland

Sport For Life

**sportscotland**  
the national agency for sport

# INTRODUCTION

Coaches and deliverers help create an impact on people's lives, can inspire change, and can influence and support the health and wellbeing of communities.

The delivery of quality coaching instils the necessary competence and confidence for lifelong participation and increases the likelihood of retaining participants in sport and physical activity. Coaching, coaches and deliverers play a significant role in helping people set and achieve goals and fulfil their potential. They are a hugely valuable asset within the sporting system.

While the essence of coaching is timeless, the support for coaches, deliverers and coaching environments must evolve and respond to change if it is to remain relevant and impactful. A diverse, accessible, and versatile coach and deliverer workforce is required to meet the varying demands of participants now and in the future.

Coaching Scotland, initially established in 2002, provides direction and support for those working towards the ambition of having world class coaching and delivery available across all sport and physical activity environments. It is a framework that is primarily aimed at professional staff, to guide a planned and consistent approach to the development of coaches, deliverers and coaching in Scotland. This includes a desire to provide high quality learning and development journeys that meet the needs and wellbeing of coaches and deliverers as well as the needs of participants, athletes and wider communities.



# COACHING SCOTLAND OBJECTIVES

## WE, AS A SECTOR, WILL:

- Build capacity and improve the quality and diversity of coaches and deliverers, which is more reflective of Scottish society, working across all sport and physical activity environments.
- Support the education and development of coaches and deliverers as they aim to improve their coaching skills to meet the full range of participant motivations and needs.
- Identify ways to understand and support the health and wellbeing of coaches and deliverers within the sporting system

We recognise that the sport and physical activity landscape is constantly changing and developing so these objectives will be monitored, reviewed, and updated.

Delivering shared priorities and actions, linked to the objectives, will require a wide range of partners in the sporting system to work collaboratively, including: **sportscotland**, Scottish governing bodies of sport, local partners, the higher and further education sector, Health, the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA), UK Coaching, Home Country Sports Council and Third Sector and private providers. Our ambition is to work with our partners to embed inclusion within the design of our coaching system in Scotland.

Together we need to improve how we use our collective resources to best meet the needs of participants, coaches and deliverers. Together we need to understand the impact of our approaches and ensure the continuous improvement of our work. This will require effective analysis of data, self-assessment and reflection, continuous improvement, planning and shared communication.

To help us as a sector to meet these objectives, collective leadership and responsibility will be crucial to plan, resource and deliver the priorities and actions which sit within education, infrastructure and development.





A woman with long blonde hair, wearing a black long-sleeved shirt and black leggings, is climbing a colorful indoor rock wall. She is using a yellow rope and a blue harness. The wall is blue and white with various colored climbing holds. Another person is visible in the background, standing on a blue mat. The floor is blue.

# 1

## INFRASTRUCTURE

**Build systems and processes for education and development that are inclusive by design. They must enable a diverse workforce to feel valued, to learn from their experiences and contribute to a world class sporting system. The infrastructure actions are to:**

- Promote a culture of collaborative working with a diverse range of partners to enhance the infrastructure, education and development of coaching
- Embed approaches to education and development within relevant strategic plans and promote a planned, needs-based approach to the recruitment, development and retention of coaches and deliverers
- Improve delivery to ensure it meets the needs of all participants, using quality improvement tools and processes where appropriate, whilst engaging in collaborative working and the sharing of good practise
- Highlight and profile the value of coaches, deliverers and coaching to participants and wider Scottish society as well as promoting coaches and deliverers as role models
- Create opportunities for quality coaches to be deployed within a wide range of environments
- Improve the quality of engagements and relationships between deployer, coach, deliverer and participant
- Support the wellbeing of coaches and deliverers throughout the sporting system.



# 2

## EDUCATION

**Support, develop and deliver needs-based qualifications which lead to a knowledgeable, skilled and highly effective workforce throughout Scotland. The education actions are to:**

- Ensure coach education meets recognised quality standards, is established on a recognised educational standards framework, and meet the needs of sport and physical activity participants
- Improve the accessibility and affordability of education in sport for people across Scotland
- Develop and enhance educational opportunities for people to progress and develop as coaches and deliverers
- Develop sport educators and mentors to improve the quality of education and development
- Enhance opportunities for education to be delivered and accessed locally within areas to help meet the needs of local communities



# 3

## DEVELOPMENT

**Support, develop and deliver opportunities for continuous improvement, inspiring and supporting all our coaches and deliverers to work towards world class delivery. The development actions are to:**

- Empower coaches and deliverers to continually improve and adapt to the varying needs of a wide range of participants
- Enhance the range, quality and consistency of learning opportunities using the Effective Coaching Map\*, CIMSPA professional standards, or recognised equivalent
- Use technology to better engage, develop and communicate with coaches and deliverers thus enhancing delivery practice and widening access to learning
- Support the coaching and delivery workforce on areas such as equality, diversity and inclusion and mental health and well being
- Encourage coaches to create welcoming, positive, and inclusive environments for participants in sport
- Create flexible learning opportunities that are readily available for coaches and deliverers to develop at their own pace

\*See the Effective Coaching Map on the next page



# EFFECTIVE COACHING MAP

Supporting coaches to be confident at what they do



## KNOWING YOURSELF

## KNOWING OTHERS

## KNOWING COACHING

Great coaches need skills, knowledge and behaviours to coach effectively and confidently



PHILOSOPHY  
& VALUES



LEADING



SELF REGULATING  
& IMPROVING



MOTIVATION &  
ATTITUDE



RELATIONSHIP



COMMUNICATING



AGE & STAGE



PLANNING &  
REVIEWING



PROBLEM  
SOLVING



CREATING &  
INNOVATING



TECHNICAL &  
TACTICAL



TRAINING &  
LEARNING



To engage players or learners, coaches need to know how to be...

Inclusive and  
have integrity in  
their coaching

Confident,  
empowering and  
have ambition

A self-reflector  
and have  
emotional  
intelligence

Positive in their  
mindset and  
have drive to  
inspire others

Collaborative to  
inspire teamwork  
and have skills  
to know how  
others think

Approachable  
allowing for  
the sharing of  
information

Aware of physical,  
psychological  
and social  
development

Effective in  
deciding how to  
solve problems  
and achieve goals

Proficient in  
identifying,  
observing and  
recognising  
development areas

Forward thinking  
and be able to  
explore  
fresh ideas

Decisive in  
skill making in  
their sport

Effective in ways  
that contribute  
to learning and  
development

Great coaches will...

Articulate and  
inspire with their  
approach

Apply, guide and  
influence others

Commit to  
learning and  
development

Deliver a  
'Can Do' approach  
to coaching

Build trust and  
rapport to achieve  
common goals

Achieve outcomes  
by using:  
Verbal, Non-  
verbal, listening,  
written and  
reflection skills

Be intuitive to  
adapt training  
programmes

Plan for coaching  
and review how  
the plan meets  
participant needs

Identify and  
observe areas for  
development

Express new  
ideas and  
solutions to  
learning

Implement  
decision making  
skills to support  
improvement

Create an  
environment to  
develop new  
techniques  
that meet safe  
standards



# SPORTSCOTLAND'S CONTRIBUTION

sportscotland's corporate strategy, **Sport For Life**, sets out the vision of an active Scotland where everyone benefits from sport. Our mission is to help the people of Scotland get the most from the sporting system.

An active Scotland is one where people are encouraged to take part in sport at the level they choose. This could mean pulling on trainers for the first time or moving from recreational to competitive sport. For some it will even be about performing consistently on the world stage. At the same time people become more active, more often.

The nation enjoys better physical confidence and competence and increased wellbeing and resilience.

sportscotland will work with partners to lead or support where required. We will advocate coaching, we will celebrate the role coaches and deliverers play in the system and we are committed to playing our part in the delivery of the shared priorities and actions outlined in this framework.





# EQUALITIES, DIVERSITY AND INCLUSION

Sport for Life sets out a commitment to inclusion, which underpins everything we do. Our Equality, Diversity and Inclusion (EDI) approach has three strands which help us all bring this commitment to life. [Click here to view EDI strategy.](#)

We know coaches and deliverers are key role models that inspire others to get involved and stay involved in sport. We know the impact coaches and deliverers can have on people's lives. We also know that inequalities exist in sport and the sporting workforce.

We believe we can work together as a sector to create greater workforce diversity at all levels that is representative of our Scottish population and ensure the contributions of everyone are valued. We will work to ensure our sport environments and the opportunities it provides to people are inclusive by design.



# 1

## INFRASTRUCTURE

### WE WILL:

- Strengthen our partnerships in Scotland, across the UK and internationally to support the delivery of shared priorities and actions
- Work with local partners to build the capacity of coaches and deliverers within identified authorities with a focus on inclusion
- Work with national partners to support a professional network of staff to provide leadership and direction for coaching
- Work with our partners to engage, support and develop a more diverse workforce
- Raise the profile and recognise the contribution of coaches, deliverers and coaching in Scotland
- Engage further and higher education in supporting the education and development of coaches and deliverers
- Lead the communication of and support partners in the application and development of Coaching Scotland
- Advocate and support the development of quality coaching strategies and plans with local and national partners
- Progress support for coaches and deliverers which focusses on their own health and well-being and that of their participants
- Encourage and support the recruitment of retiring performance athletes into coaching
- Work with partners to develop an understanding of the needs of the sector and of the workforce, bringing together views from participants, coaches, deliverers, employers and employees.

# 2

## EDUCATION

### WE WILL:

- Provide leadership and facilitate partnerships to support the development and activation of the new Scottish Coaching Certificate in Scotland
- Work with partners to ensure qualifications in Scotland are affordable and accessible
- Support the education of sport educators and mentors within the sporting system
- Work with partners to help create welcoming, inclusive and positive environments for coaches and deliverers to engage in coach education.
- Support partners to embed equalities, diversity and inclusion through the education system in Scotland





# 3

## DEVELOPMENT

### WE WILL:

- Work with partners to better understand the learning and development needs of those working across school, club and performance environments, including outdoor and adventure sports.
- Lead the development and support the activation of Brightspace, a digital learning platform to support education and development in Scotland.
- Support partners to improve the quality and retention of coaches and deliverers through access to development opportunities which meet their needs
- Provide blended learning opportunities that have a wide reach, are high quality, and are aligned to the Effective Coaching Map
- Engage, support and develop sport educators and mentors to meet the needs of coaches and deliverers
- Support partners to meet the learning, development and wellbeing needs of coaches in Scotland's high-performance system



**We will review our contribution on an ongoing basis to ensure that we continue to add value, be responsive and to ensure we lead, support or deliver where required. Coaches and deliverers are fundamental to the success of our sporting system in Scotland and their contribution will be recognised and celebrated.**



For further information please contact:

**Head Office**

Doges, Templeton on the Green,  
62 Templeton Street,  
Glasgow G40 1DA

Tel 0141 534 6500

Fax 0141 534 6501

**FIND US ON**      
[www.sportscotland.org.uk](http://www.sportscotland.org.uk)

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