

A Framework for Coaching Development



Scottish
Swimming

What is the Framework?



The Scottish Swimming Coaching Framework derives from the UK Coaching Strategy 2017-2021 and outlines the structures, programmes and procedures to implement its Strategic Outcomes. The Framework provides a vision, establishes consistent national considerations and aligns the roles of the key players in coach development for Scottish Swimming.

Introduction



Scottish Swimming is committed to improving the quality of coaching across aquatics. Research confirms that the quality of coaching is one of the most significant factors influencing involvement and achievement at all levels of sport.

This document supports the implementation of Scottish Swimming's Performance Plan, specifically the "Quality Coaching" centre lane objective and the Scottish Swimming Development Plan.

We recognise that coaches are dedicated and continually strive to improve appropriate outcomes for their participants & performers. Professional learning and development are key means of ensuring that Scottish Swimming coaches have the skills, knowledge and understanding necessary to provide all in their charge with exceptional opportunities to reach their potential and develop a lifelong love of aquatics.

Purpose and Vision

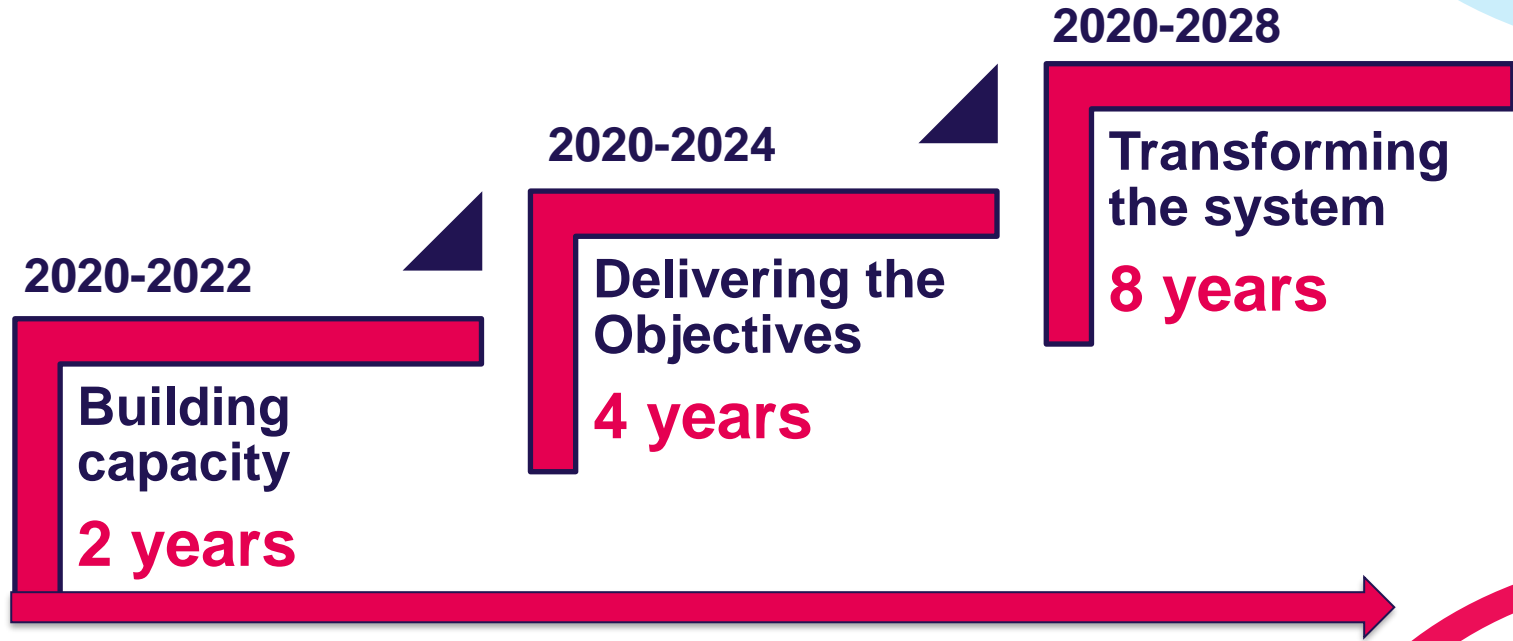
PURPOSE

- Create a cohesive, ethical, inclusive and valued coaching system where skilled coaches support swimmers at all stages of their swimming journey

VISION

- Aquatics excellence through high quality coaching

3 Stages of the 2-4-8 Plan



Strategic Areas of the Framework

Coaching in Scottish Swimming

- e.g. Implementing the Coaching practice model

The Coaching Landscape

- e.g. Conducting an audit and producing a workforce development plan

Coach Development

- e.g. Constructing the Optimal Coach Development Pathway

Support for Coaches

- e.g. Continuing to provide quality CPD opportunities

Coach Education

- e.g. Establishing a new, fit-for-purpose qualification structure

Outcomes

**Improve the quality of coaching
at all stages in all domains**

**Provide active, skilled and
qualified coaches to meet
demand**

Outcomes

**Deliver coaches who
demonstrate ethical, inclusive,
effective & valued practice**

**Create empowered,
self-regulating
practitioners**

Defining Coaching Domains

The development of the Framework presents an opportunity to define the coaching “domains” as shown below:

Children’s Development Coach

- works with swimmers who are in the early stages of the club environment, primarily with children aged 8-12 years

Age Group Coach

- works with swimmers competing at District or National level, usually with young people aged 12-18 years

Performance Development Coach

- works with swimmers, who aspire to, or have been selected for, the Scottish Swimming National Programme and/or qualified for the British Summer Championships

High Performance Coach

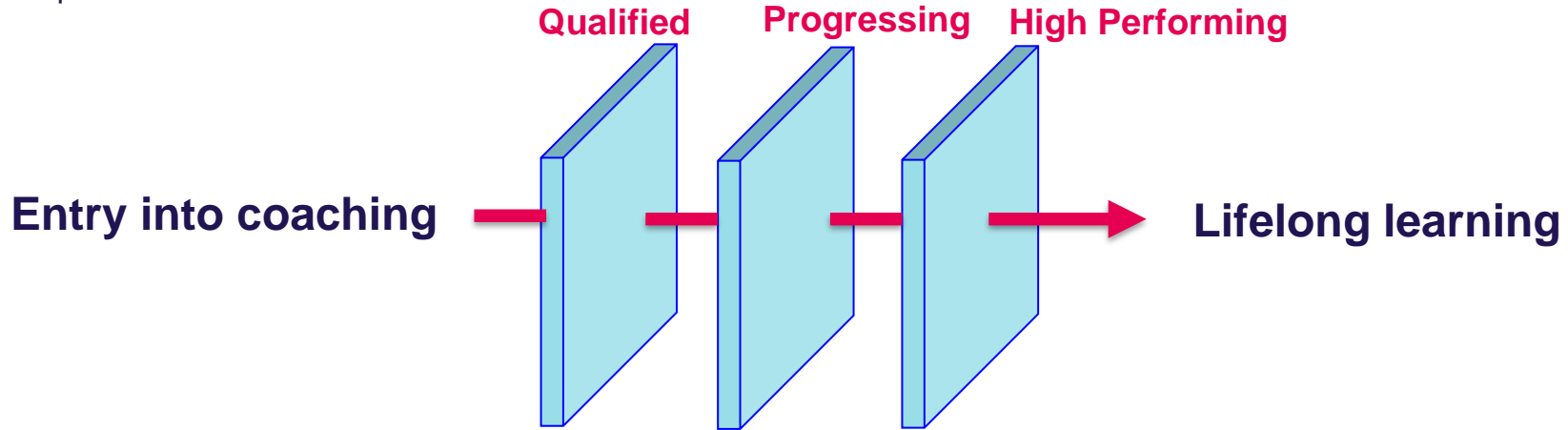
- works with swimmers who are competing at the highest level and selection to National Senior teams and International Championships, works with swimmers who are competing at the highest level and selection to National Senior teams and International Championships

What the Framework will guide on



Continuous Journey of Expertise...

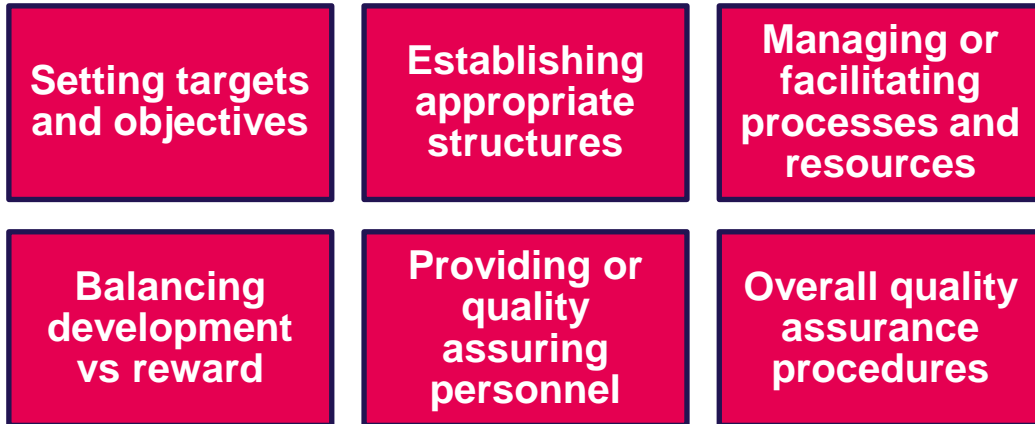
The framework has been developed on the understanding that any consideration of what constitutes high quality coaching needs to account for the diversity of contexts in which coaches work and the continuous journey of developing their expertise as shown below:



A strategic approach to coach development articulates professional knowledge, skills and attributes essential for coaches operating across these three broad phases of development highlighted above. High performing practice at all levels requires successful integration of these aspects. It is important to recognise that the three phases of a coaching journey **do not** signify levels of experience or duration; rather they frame general and recognisable aspects of professional development and achievement.

Coordination Functions and Planning

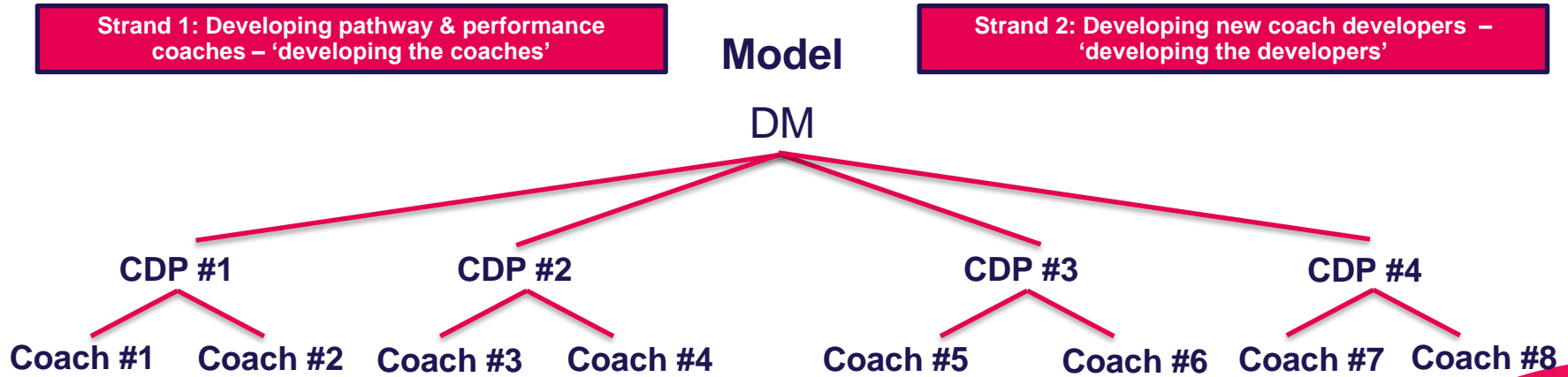
Although the Framework rightly focuses on the structures and processes necessary to establish an effective coach development system for aquatics, the substance of education and training programmes is dependent on a clear idea of which are the most important components of high performing practice. Scottish Swimming should not micro-manage and deliver all elements for all domains. Some components of the development pathway are already being resourced and delivered. However, other co-ordination functions and planning are still required including:



Coach Development

An example of a new coach development and support programme is illustrated below and is the first of many such initiatives planned within the Framework.

TANDEM Programme Overview



Structures, Roles & Responsibilities

Management and delivery of the Scottish Swimming Coaching Framework will undergo a number of significant changes with emphasis on person-centred decision making, led by effective coaching. Progress will be maintained by clear targets and efficient monitoring systems. The Framework will provide an anchor for the alignment of coach development priorities and allocation of funding. It will also provide a catalyst for securing external funding to support the achievement of targets.

Guiding Principles	Policy	Strategy	Service Delivery	Quality Management	Communications
<ul style="list-style-type: none">• Inclusivity, equality, alignment across business objectives to guide decision making• Cross-team working established and maintained	<ul style="list-style-type: none">• Formulated by People Development Strategy Group (PDSG)• Informed by new Corporate Plan and Performance/ Development plans	<ul style="list-style-type: none">• Reference point of SS Coaching Framework used to direct work• Leadership & accountability agreed across the business• Management structures established to deliver on objectives	<ul style="list-style-type: none">• Responsibility for specific actions incorporated in work programmes• Workforce model agreed• Publications, media to support delivery of objectives	<ul style="list-style-type: none">• Coaching Advisory Group established to provide oversight on delivery of SSCF• Data management & reporting mechanisms established	<ul style="list-style-type: none">• Comms plan for all 3 x Stages of SSCF agreed with Marketing

Coach Education Review

In early 2021, we appointed a team of consultants who supported us to appraise our current qualification offering and develop future learning programmes and qualification specifications. A number of key recommendations were produced for Scottish Swimming based on what coaches, coach developers and 'system builders' have said throughout the consultation period as well as integrating best practice and the most current thinking within coach education in the UK.

Recommendation 1 – Blended Learning

- *Embrace the digital economy and ensure future provision is 'blended'*

Recommendation 2 – Learning Design

- *Create and implement a learning ecosystem that is right for Scottish Swimming*

Recommendation 3 – Coaching Qualifications

- *Commit to a three-level coaching qualification structure (see next slide for visual representation)*

Recommendation 4 – Support for high-performing coaches

- *Establish a programme of development for high-performing coaches*

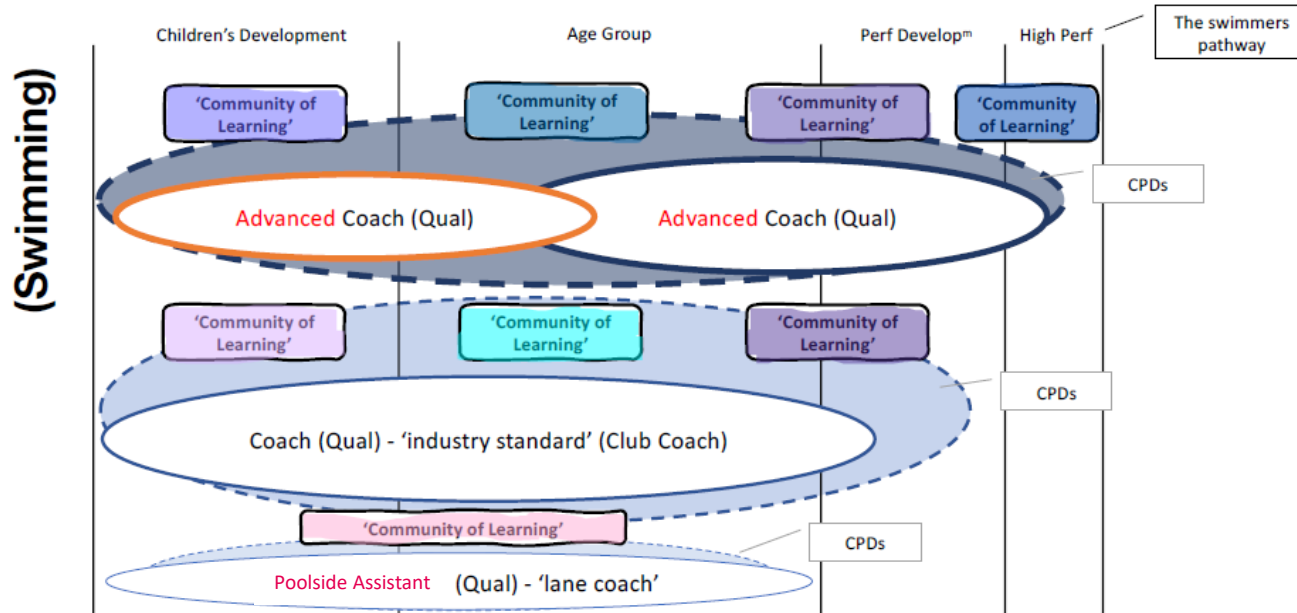
Recommendation 5 – Aquatics Educator Workforce

- *Invest in Scottish Swimming's Aquatics Educator workforce*

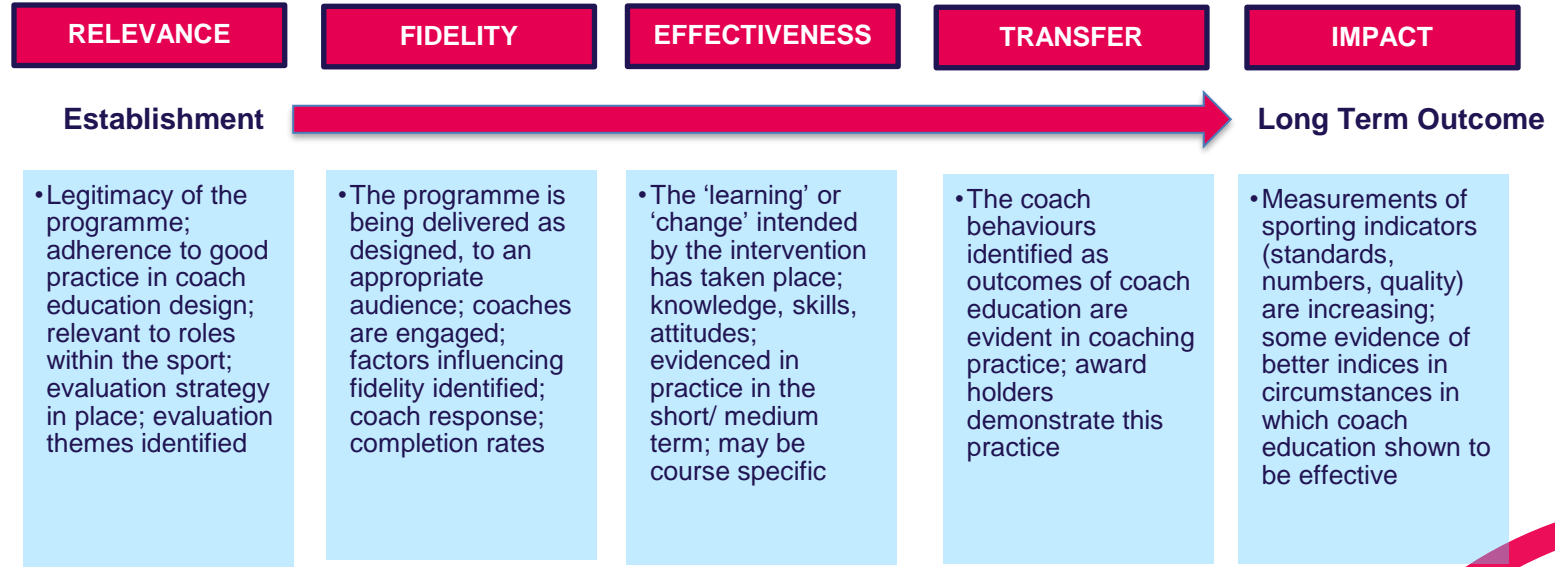
New Coach Education Structure

	Children's Development Coach works with swimmers who are in the early stages of the club environment, primarily with children aged 8-12 years.	Age-Group Coach works with swimmers competing at District or National level, usually with young people aged 12-18 years.	Performance Development Coach works with swimmers, who aspire to, or have been selected for, the Scottish Swimming National Programme and/or qualified for the British Summer Championships	High Performance Coach works with swimmers who are competing at the highest level and selection to National Senior teams and International Championships	SCQF
Coaching Mastery	Bespoke learning programmes, individualised, needs-driven and resulting in award of 'coaching mastery' status by invitation following submission of evidence, including swimmer outcomes.				11
Senior Coach	Equivalent to Level 3, new learning programme, specific to coaching children and age group swimmers in clubs.		Equivalent to Level 3, building on existing course, specific to performance development context.		9
Coach	Scottish Swimming Coaching Qualification (SSCQ) – the industry standard for coaches operating across the pathway.				7
Poolside Assistant	Entry to working on poolside, learning on deck, delivered in clubs. Linked to SSCQ by CPD modules online and on-deck.				5

Coach Education structure and intended CPD support



Coach Education Evaluation Model



Further Information

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VISION

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