Women in Sports Leadership

Research Report 2005

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1. EXECUTIVE SUMMARY

This section of the report details the most important findings from each section of the report.

1.1 Clubs

1.1.1 Most clubs responding to the questionnaire, consisted primarily of male members (71%) than of female members (29%).

1.1.2 Two-thirds of clubs (65%) employed (whether paid or unpaid) sports coaching staff, with 72% of the coaches employed being male and 28% being female.

More male than female coaches are being employed in total.

A similar bias towards male coaches was seen regardless of the qualification of the coach and the age group that was being coached.

Just over one in three clubs (38%) had at least one unqualified coach.

1.1.3 Clubs had more males than females in virtually all the senior board positions, particularly for chairs and chief/head coaches.

The only position with relatively similar numbers of males and females was the post of child protection officer (56% of clubs with, on average, 1.1 females in the role, compared with 49% with an average of 1.2 males in the role).

1.1.4 There were more males than females in leadership roles among clubs with a mainly male membership, than there were females in leadership roles amongst clubs with mainly female memberships.

1.1.5 Clubs were generally satisfied (68%) rather than dissatisfied (26%) with the gender balance in leadership roles in their organisation.

The main reasons given by those who were satisfied were that the number of leaders was representative of the organisation/players as a whole (18%), that there was a good balance (18%) and they were mainly a male club (16%) and this was reflected in leadership roles.

Due to the small base sizes involved it was not possible to ascertain the extent to which this was due to respondents being male rather than female. A small number of respondents explicitly linked the gender balance in participation with that in leadership.

1.1.6   The 26 (number or percentage) clubs who were not satisfied tended to reflect mainly on:

- the fact they were mainly male clubs (27%),

- that women were not interested in taking up leadership roles (23%),

- that there were historical or cultural reasons for a negative balance (15%),

- that women didn't have time to take up leadership roles (12%),

- Eight percent (i.e. two clubs) did mention that there were either none or not enough female coaches.

1.2   Governing bodies

1.2.1   Almost all (92%) of the governing bodies that were surveyed employed at least one male coach, with less (77%) having at least one female coach.

In total, 63% of coaches were male and 37% were female, less of a bias than was seen for clubs.

Males tended to be employed more than females at each qualification level and for teaching those aged 13 and over, although there was more of an equal balance of coaching those aged 12 or under and there were more part-time females than males.

1.2.2   As with clubs, leadership roles in governing bodies tended to be males rather than female, with the sole exceptions being the higher proportion with female secretaries, admin managers and membership secretaries.

1.2.3   In total, 44% of governing bodies were either very or fairly satisfied with the gender balance in their leadership roles, with approximately a third (38%) being fairly or very unsatisfied

1.3   Community/voluntary groups

1.3.1   There were more male than female part-time and voluntary staff in community/voluntary organisations but more female full-time and paid staff across the 12 organisations responding.

1.3.2   Two-thirds of the community groups who responded employed specialist coaching staff.

In total, 89 coaches were employed, 55 of whom were male (62%) and 34 were female (38%), representing a similar proportion to those employed by governing bodies.

1.3.3   Males were found in leadership roles more often than females, particularly for the more senior roles. The sole exceptions were, as for governing bodies, administrators and secretaries, who were more likely to be female than male.

1.3.4   The vast majority (88%) of community or voluntary groups were satisfied with the gender balance in their organisations, with the remaining two of the twelve respondents feeling it was fairly unsatisfactory.

1.4 District Councils

1.4.1 All five district councils who responded stated that they employed specialist coaching staff – only three provided details meaning a comprehensive examination of the gender balance of coaches was not possible.

1.4.2 Most councils had unique patterns in terms of the gender balance in leadership roles.

Two had roughly equal numbers of males and females employed (with both genders being in similar roles).

One had slightly more males although they had a female and male chair and vice-chair. One had notably more males, while the last had more females although eleven of the twenty females (compared to none of the fourteen males) were administrators[1].

1.4.3 Four of the five district councils found the gender balance in leadership roles in their organisation fairly satisfactory and one found it very satisfactory.

1.5 Sports Advisory Councils

1.5.1 Only two sports advisory councils responded. Full results can be found in the main section of this report.

1.6 Overall satisfaction with gender balance in sport in Northern Ireland

1.6.1 Over a third (36%) of respondents stated that they did not know whether they were satisfied with the gender balance in sport in Northern Ireland.

Roughly equal proportions stated they were either very or fairly satisfied (30%) or very or fairly unsatisfied (34%).

There was some correlation, as may have been expected, between people being satisfied with the gender balance at their organisation and satisfied with the gender balance in Northern Ireland as a whole.

1.6.2 Some of those who were satisfied were content with the existing balance (13%), although some did comment on:

- that there was a lack of females in most senior roles (7%),
- there were more males than females (7%), and,
- that there was a lack of female participation (9%).

Others did feel there was a good balance or even distribution across genders (9%), although 7% said they were satisfied as positions were appointed on the basis of 'best person for the job'.

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1   Respondents were asked to list everyone in sports leadership roles and were given a prompted list with an other option. The exact position or role of administrators was not noted by respondents.

1.6.3 Only two reasons were noted by more than a tenth of the 51 respondents who were unsatisfied with the current gender balance. These were,

- that there were more males than females in sport (35%) and,
- that there were historical and cultural factors affecting this imbalance (14%).

1.7   Sports Council Northern Ireland

1.7.1 The most senior roles (Chief Executive, Unit Directors) in SCNI are more likely to be held by males than females. There are the same number of males as females in the less senior leadership roles, namely as staff managers.

1.8   Actions suggested to address issues

1.8.1 A range of different actions have been suggested in the final section of the report.

These tend to fit within two separate approaches – either prioritising getting an equal gender balance in membership (with this leading to an equal balance in leadership roles) or vice-versa.

1.8.2 Specific approaches focus on increasing female participation as members and leaders.

These include examination of reasons for drop-out, provision of family-friendly options; encourage participation from an early age and ensuring that senior organisations set a clear example of best practise.

2. BACKGROUND AND OBJECTIVES

2.1 Sports Council Northern Ireland (SCNI) has a broad-ranging remit as a Non-Departmental Public Body reporting to the Department for Culture, Arts and Leisure (DCAL), including the need to fulfil their vision that they will help,

> *"through sport, to contribute to an inclusive, creative, competent, informed and vibrant community".*

Within this there is a need to *"provide people, especially young people and underrepresented groups, with pathways and options for life long sporting and personal development"[2].*

2.2 This approach explicitly accepts the role of sport as a social facilitator, bringing people together. As noted by DCAL *"as players, parents, teachers, volunteers, and spectators, sport connects with almost everyone at some point in their life"[3].*

2.3 An important part of the recognition of the social role of sport is the understanding that this entails meeting certain social obligations, including the crucial need to ensure equality of access and opportunity for individuals from all backgrounds. This was recognised within "Staying Well, Staying Involved and Striving for Excellence", (Strategy for Sport, 1997-2005) with it being mentioned that the strategy should lead to a vibrant sporting culture *"in which as many people as possible, across all classes and creeds, have opportunities to take part in the sport(s) of their choice"* and that sport should embody *"respect for the individual and acceptance of diversity and difference".*

2.4 However, there is an acknowledgement within "Staying Well, Staying Involved and Striving for Excellence" of the marginalisation of certain sectors in society with regards to participation in sport with this including *"young girls, women, people with disabilities and those economically disadvantaged".*

Evidence from elsewhere in the UK suggests that there are a range of particular barriers and constraints that inhibit female involvement in sport. These include women in more affluent families having to juggle demanding jobs and responsibility for children, lack of time, family commitments, transport, cost and lack of self-confidence among young women. There is therefore a challenge at a broad level to increase female participation in sport.

2.5 Having an equitable spread of genders in leadership roles in sport is seen as one way of contributing to increasing female participation in sport, as well as being necessary in its own right.

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2 Quoted in *Terms of reference for Women in Sport Leadership Research*
3 http://www.dcalni.gov.uk/allpages.asp?pname=sport

2.6   In order to understand the current position of women in sports leadership roles within Northern Ireland, Sports Council Northern Ireland commissioned George Street Research to undertake research into the subject. This research was to include both desk and quantitative research to ensure that the subject was fully evaluated. Details of the study design are contained within the following section of the report.

3. METHODOLOGY AND SAMPLE

3.1 There were seven different groups that formed the overall sample:

- **Governing Bodies of sport.** These are mainly volunteer managed organisations that provide the rules and regulations for their sport, organise competition, select and train regional/provincial teams and work to develop and promote their sport.

- **District Councils.** District Councils in Northern Ireland are major providers of statutory sports facilities and opportunities through facility provision, sports development and school sport.

- **Sports Advisory Councils.** These organisations bring together sporting representatives within a particular area to work jointly for the benefit of sport. In many cases they have a symbiotic relationship with the District Councils and are also providers of community development.

- **Sports Clubs** include a wide range of organisations whose primary purpose is normally to provide their members with opportunities to take part in sport.

- **Community/Voluntary groups.** This included organisations with a specific focus or remit on sports provision & development in NI.

- **Sports Institute.** The Sports Institute Northern Ireland (SINI) has as its core purpose to "to create an environment that nurtures and leads elite athletes and coaches through the provision of facilities, services and expertise"[4].

- **Sports Council Northern Ireland** is the national agency dedicated to promoting sporting opportunities for all those living in Northern Ireland at all levels. SCNI distributes lottery funding and an annual government grant, works in partnership with all other 6 organisational groups, to develop sport in Northern Ireland.

3.2 A number of different questionnaires were designed to cover these groups, covering the following questions:

- Quantitative profile of membership, split by numbers of males and females,

- Profile of coaches (gender, level and age group coached) where relevant,

- Profile of leadership roles (by gender),

- Respondents' personal views on the gender balance in sports leadership roles in their organisation,

- Views on gender balance in sports leadership roles in sport in Northern Ireland.

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4   http://www.sini.co.uk/aboutus/

3.3   Each questionnaire was based upon previous questionnaires used for a similar study conducted by George Street Research on behalf of **sport**scotland.

Relevant knowledge (in particular in terms of the range of relevant leadership or coaching roles) was provided either by SCNI staff or by other individuals with knowledge of sport in Northern Ireland.

Each questionnaire was first piloted among actual respondents before being finalised to ensure that the content was fully relevant to all likely respondents.

In addition, all questionnaires were made available on line to enable interviewees to respond electronically. Copies of the questionnaires are appended at the end of this document (Appendix A).

3.4   The following section explains the particular details of how each separate group was surveyed.

3.5   Clubs

3.5.1   The most important factor was to ensure that the clubs that were surveyed were representative of sports clubs in Northern Ireland. To achieve this it was necessary to compile a database of relevant clubs from which our sample of approximately 500 clubs could be drawn. There were three basic sources of this information:

- A sample of sports clubs was obtained from Yellow Pages. This contained a wide range of clubs in Northern Ireland, from which non-relevant organisations were then removed.

- SCNI contacted a range of governing bodies asking for a list of affiliated clubs (details were only provided by the governing body dealing with Gymnastics).

- SCNI forwarded details of clubs for which they had records (primarily those having gone through the Clubmark accreditation scheme).

3.5.2   All clubs were then added into a database, which was sorted to remove all duplicate clubs and all clubs that participated in activities that were not considered to be sports for the purposes of this study. This resulted in a database containing the contact details of approximately 952 clubs. Each club was classified according to the main sport in which it participated.

3.5.3   The profile, in terms of main sport, of the 952 clubs was then drawn up, with the selection of the final 509 clubs ensuring that the same basic profile was kept[5].

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5   This may have meant a slight bias towards gymnastics clubs and those with Clubmark accreditation due to the original sample sources for which there was no suitable means of correction.

3.5.4 Each club was sent a copy of the questionnaire in a paper format by post, along with a reply-paid envelope and a letter asking them either to complete the paper questionnaire or the Internet version. A prize draw (with three prizes of £100 sports equipment vouchers) was used as an incentive to clubs.

3.5.5 Those clubs that had not replied within a week were either contacted by phone or post and reminded that their participation in the survey would be welcome. In total, 100 clubs replied to the survey representing a response rate of 20%.

3.6   Governing bodies of sport

3.6.1 Questionnaires were sent to 82 governing bodies, with contact details provided by SCNI. To encourage response rate, a prize draw of a £100 sports equipment voucher was offered. A telephone or postal reminder sent to all those who had not replied. At the end of the study, 31 governing bodies had responded, a response rate of 38%.

3.7   District Councils

3.7.1 In total, a named individual[6] at 25 district councils within Northern Ireland was sent a questionnaire by post, again with a reply-paid envelope. In total, 5 questionnaires were returned, representing a response rate of 20%.

3.8   Sports Advisory Councils

3.8.1 Details of the 20 sports advisory councils throughout Northern Ireland were provided to George Street Research by SCNI. Each of these Councils was then sent a questionnaire by post (with reply-paid envelope); with non-replying respondents sent the questionnaire again with a reminder letter or telephoned to encourage participation. In total, 2 respondents replied, representing a response rate of 10%[7].

3.9   Community/voluntary

3.9.1 Details of 31 selected community or voluntary groups in Northern Ireland were provided to George Street Research by SCNI. Each of these bodies was then sent a questionnaire by post (with reply-paid envelope), with non-replying respondents sent the questionnaire again with a reminder letter or telephoned to encourage participation. In total, 12 respondents replied, representing a response rate of 39%.

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6   These named individuals were taken from a contact list provided by SCNI and primarily included Directors of Leisure, Chief Leisure Officers, Sports Development Officers or Managers and various Directors of services.

7   The Sports Advisory Councils and District Councils that responded were based in different areas.

3.10   Institute of sport

3.10.1   Contact details for the Sports Institute Northern Ireland were provided by SCNI. A named individual was posted a questionnaire, followed up with a telephone reminder. The questionnaire was then completed and returned.

3.11   SCNI

3.11.1   Details of the gender balance in leadership roles in SCNI and comments on this balance were provided by SCNI's Human Resources department and other SCNI staff members.

4.   RESULTS OF THE SURVEY

The following section of the report details the main outputs from the various elements of the research programme and provides summary details from the extensive tabulated data produced.

This section of the report is divided into the following sections.

- Level of gender balance within each type of organisation. This includes data on the perception of gender balance in leadership roles within each organisation.

- Opinions of respondents on gender balance in sport in Northern Ireland as a whole.

- Gender balance within Sports Council Northern Ireland (and accompanying opinions).

4.1   Gender balance in sports clubs in Northern Ireland

4.1.1   A range of different questions concerning gender balance in sports was asked of clubs throughout Northern Ireland. A copy of the relevant questionnaire can be found in the appendix.

4.1.2   All clubs were asked to give their main sport and any other sports played at their club. These are shown in the next table (table 4.1.1) with one column showing the main sports and one showing the total sports (i.e. the percentage playing a sport either as the main or a secondary sport).

Only sports mentioned by at least two respondents for the "total sports" are included:

Club Survey

Table 4.1.1: Sports participated in

Base: Total sample (N=100)

	Main sport	Total sports
Bowling	11%	12%
Gaelic football	11%	12%
Football	9%	13%
Cricket	8%	8%
Camogie	7%	13%
Golf	7%	8%
Hurling	5%	8%
Boxing	5%	5%
Rugby	4%	5%
Hockey	4%	4%
Boating	4%	4%
Gymnastics	3%	6%
Swimming	3%	4%
Pistol/Rifle shooting	3%	3%
Tennis	3%	3%
Cycling	2%	3%
Martial Arts	2%	3%
Motor Sport	2%	2%
Angling	2%	2%
Badminton	2%	2%
Trampolining	1%	2%
Running	1%	2%
Rowing	1%	2%
Volleyball	1%	2%
Fitness/Weight training	0%	7%
Snooker	0%	4%
Table tennis	0%	2%

4.1.3   Comparison of main sports and the total sports played by each club showed little difference.

Particular increases from being 'the main sport' to 'total sports' were noted for both Camogie and Hurling (mainly due to Camogie clubs also playing Hurling and vice-versa) and fitness/weight training, snooker, gymnastics and table-tennis.

Governing Body Affiliation

4.1.4   Each club was asked if they were affiliated to a governing body. Results for this question are shown in the following table (table 4.1.2). Clubs are split into three groups according to whether the number of members they have is small (1-70), medium (71-200) or large (201 or more):

Club Survey

Table 4.1.2: Governing Body Affiliation

Base: Total sample (N=100)

	Total (N = 100)	Small (N = 34)	Medium (N = 36)	Large (N = 28)
Yes	94%	97%	94%	93%
No	4%	3%	6%	4%
Don't know	2%	0%	0%	4%
Total	100%	100%	100%	101%

4.1.5   Virtually all clubs (94%) were affiliated to a governing body, with similar figures being seen regardless of the size of club. The main sports of the four clubs that had not affiliated to a governing body were cricket, golf, rugby and horse racing.

Number of Members

4.1.6   Clubs were grouped according to the number of members they had at the time they responded to the questionnaire. Results for all 100 clubs are shown in chart 4.1.1.

Club Survey

Chart 4.1.1: Club Members

Base: Total sample
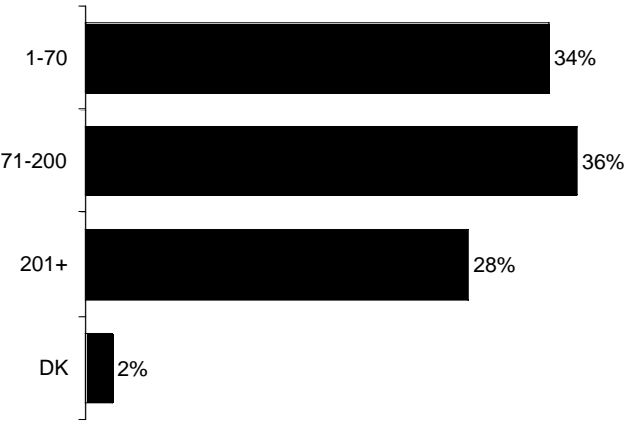
4.1.7   Although only 28% of clubs had more than 200 members, the average number of members across all clubs was 224, reflecting the very high number of members in a small proportion of clubs. 34% of clubs had 70 or fewer members and 36% had between 71 and 200.

Composition of Members

4.1.8   Clubs were also asked to provide information on the composition of their membership. They were asked to give the number of males and females over and under the age of 16 in their club, as detailed in the following table (4.1.3) (showing the mean number in each group). Five clubs did not provide any details on their composition and have been excluded from this analysis[8].

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8   This explains the higher average membership (224) noted in the previous question when compared to the total in the following table (212).

Club Survey

Table 4.1.3: Composition of Members (mean number per club in each category)

Base: Total sample (N=95)

Type of member	Total (N = 95)	Small (N = 34)	Medium (N = 35)	Large (N = 26)
Males 16+	105	50	22	288
Females 16+W	33	7	18	88
Males under 16	45	10	31	109
Females under 16	29	6	25	65
Total	212	73	96	550

4.1.9   The average club consisted primarily of male members, with 105 males aged 16 and over and 45 under 16.

Female membership was at lower levels, with little difference between the average number of females 16 and over (33) and under 16 (29).

4.1.10   The following table (4.1.4) shows the same data but with results expressed as a percentage of the total. For example, 68% of members at small clubs are males age 16 and over.

Club Survey

Table 4.1.4: Composition of Members (percentage of total)

Base: Total sample (N=95)

Type of member	Total (N = 95)	Small (N = 34)	Medium (N = 35)	Large (N = 26)
Males 16+	50%	68%	23%	52%
Females 16+	16%	10%	19%	16%
Males under 16	21%	14%	32%	20%
Females under 16	14%	8%	26%	12%
Total	101%	100%	100%	100%

4.1.11 These results show (table 4.1.4) that 71% of members across all clubs were male, with the remainder being female. Large clubs generally fitted the overall profile[9] as did small clubs.

The profile for medium sized clubs, however, was different, with only 55% being male and 45% female, while also having a higher proportion of under 16s than the total sample (58% compared to 35%).

These results should be kept in mind when results for small, medium and large clubs are examined throughout this section of the report.

Employment of Coaching Staff

4.1.12 All clubs were asked whether they employed (paid or unpaid) any specialist sports coaching staff or whether they did not. Respondents were left to define the meaning of "employed".

Club Survey

Table 4.1.5: Clubs having specialist coaches

Base: All clubs (N=100)

	Total (N = 100)	Small (N = 34)	Medium (N = 36)	Large (N = 28)
Yes	65%	53%	67%	75%
No	33%	47%	33%	18%
No response	2%	0%	0%	7%
Total	100%	100%	100%	100%

4.1.13 Table 4.1.5 shows that almost two-thirds of all clubs employed specialist coaches.

Unsurprisingly, clubs with more members were more likely to employ coaches, with 75% of large clubs, 67% of medium clubs and only 53% of small clubs employing any coaches at all.

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9 This would generally be expected given that the numbers in each category at a total level are going to be most affected by the high numbers in each category among large clubs.

Composition of Coaching Staff Employed

4.1.14   All clubs which stated they employed coaching staff were asked to provide information on the gender of their coach, their level of qualification, and the age of individuals they tended to coach most often.

This question was asked of all 65 clubs that said they employed coaches – 2 clubs failed to provide any details, thereby giving an overall base of 63 clubs.

Club Survey

Table 4.1.6: Gender of Coaches in Clubs

Base: All clubs which had coaching staff and provided details (N=63)

	Total no. of coaches (N = 63)
Male	94% (12.0)
Female	71% (6.0)
Total	100% (14.0)

4.1.15   The vast majority (94%) of those clubs that had specialist coaches had at least one male coach, although almost three quarters also had a female coach.

In total, the average club employed 14 coaches – those that had male coaches had an average of 12 male coaches, those that had female coaches had an average of 6 female coaches.

4.1.16   An alternative way of examining these results is to look at the total number of coaches of each gender employed. This shows that 708 male coaches were employed compared to 270 females, in other words that 72% of coaches were male and 28% female.

This corresponds with the proportions of male and female members (71% and 30%) seen earlier in the study.

4.1.17   The following table (4.1.7) shows the level of qualification of coaches by gender. The percentage figures show the proportion of clubs with a coach at any level (e.g. 14% of all clubs had a level 4 coach and 13% of clubs had a male level 4 coach).

The number in brackets shows the average number in each category employed by those clubs (e.g. the 13% of clubs employing male level 4 coaches employ on average 3.3 of them).

Club Survey

Table 4.1.7: Gender of Specialist Coaching Staff – by Level of Coaches

Base: Employed coaching staff and provided details
% of clubs (average number)

	Total (N = 63)	Male (N = 63)	Female (N = 63)
Level 4	14% (3.6)	13% (3.3)	5% (3.3)
Level 3	17% (1.9)	14% (1.8)	10% (1.2)
Level 2	41% (3.5)	35% (3.2)	14% (2.8)
Level 1	62% (6.2)	54% (5.1)	32% (3.4)
Introductory	43% (8.4)	30% (7.7)	35% (3.6)
Unqualified	38% (7.1)	30% (6.6)	22% (3.2)
Total (inc. others)	100% (14.0)	94% (12.0)	71% (6.0)

4.1.18   Few clubs employed any level 4 (14%) or level 3 (17%) coaches, with more tending to employ either level 2 (41%), level 1 (62%) or introductory level (43%) coaches.

Just over one in three (38%) had at least one unqualified coach.

4.1.19   Clubs were as likely to employ at least one female coach as at least one male coach at level 3 (10% compared to 14%), introductory level (35% compared to 30%) and unqualified level (22% compared to 30%).

This was not true, however, with regards to level 4 (5% compared to 13%) and level 2 (14% compared to 35%) which showed more of a bias towards male coaches.

4.1.20   Despite having similar proportions of clubs employing any male coaches and any female coaches at the lower levels of coaching, those clubs tended to employ, in total, more male coaches than female coaches.

Those clubs employing any males at each level had, on average, 5.1 males at level 1, 7.7 at introductory level and 6.6 unqualified male coaches.

This compared with only 3.4 females at level 1, 3.6 at introductory level and 3.2 unqualified females.

4.1.21   Conversely, despite more clubs employing any males rather than females at the higher coaching levels, there tended to be more of a balance in terms of the numbers employed amongst those employing male or female coaches respectively.

The 13% of clubs with male level 4 coaches employed, on average, 3.3 males – exactly the same average as the number of female level 4 coaches employed by the 5% of clubs with any females at that level.

Similar proportions were seen in relation to the number of males and females employed at level 3 (1.8 males compared to 1.2 females) and level 2 (3.2 compared to 2.8).

4.1.22   These results, however, suggest that while there are different patterns in terms of employment of males and females at each level, there are more male than female coaches at each individual level.

The following table (4.1.8) shows the age group that the coaches mainly provided coaching for:

Club Survey

Table 4.1.8: Gender of Specialist Coaching Ctaff – Age Group Coached

Base: Clubs which had coaching staff and provided details

% of clubs (average number)

	Total (N = 63)	Male (N = 63)	Female (N = 63)
17 and over	67% (6.1)	65% (5.9)	40% (2.6)
13 – 16	73% (5.8)	60% (4.3)	46% (2.9)
Under 13	76% (6.9)	52% (4.7)	40% (3.3)
Total (inc. others)	100% (14.1)	94% (12.0)	71% (6.0)

4.1.23   The results show roughly equal proportions of coaches for 17 years and over (67% having on average 6.1 coaches each), 13-16 years (73% averaging 5.8 each) and under 13 years (76% with 6.9 each). However, each of these groups showed a bias towards employing males rather than females as coaches.

In total, 65% had at least one male coaching 17 years and over compared to 40% with at least one female, with similar patterns seen for 13-16 years (60% compared to 46%) and under 13 years (52% compared to 40%).

The average number of male and females employed for each age group shows that more males than females were employed for each of these age groups.

Due to the small number of clubs with more female than male coaches (only 14), it has been impossible to examine any possible correlation between a bias towards coaches of one gender and the gender balance in membership.

Composition of Leadership Roles

4.1.24   Each club was asked to state how many males and how many females were in leadership roles in their club – two clubs did not answer this question, leaving 98 replies in total. From this it was possible also to ascertain the total number of individuals in each role.

The table below (4.1.9) shows for each category, the percentage number of clubs with someone in that leadership role, (with the number in brackets showing the mean number employed). For example, 56% of clubs have at least one male team captain, with these 56% of clubs having on average 4.2 male captains.

Club Survey

Table 4.1.9: Leadership Roles

Base: All clubs

% of clubs (average number)

	Total (N = 98)	Males (N = 98)	Females (N = 98)
Treasurer	100% (1.2)	68% (1.1)	46% (1.1)
Secretary	100% (1.3)	65% (1.1)	53% (1.1)
Chair	98% (1.2)	81% (1.1)	30% (1.0)
Child Protection Officer	80% (1.5)	49% (1.2)	56% (1.1)
Team Captain	66% (5.1)	56% (4.2)	43% (2.4)
Chief/Head Coach	65% (2.6)	58% (2.1)	28% (1.8)
Fixture Co-ordinator	57% (1.5)	44% (1.4)	29% (1.0)
Team Manager	46% (5.4)	44% (4.3)	28% (2.3)
Development Director	34% (1.3)	27% (1.1)	11% (1.3)
Other Committee member	65% (10.7)	57% (8.9)	45% (4.1)
Other	25% (3.3)	15% (2.9)	16% (2.3)

4.1.25 Virtually all clubs employed treasurers (100%), secretaries (100%) and chairpeople (98%), with over half also having people in the roles of child protection officer (80%), team captain (66%), chief coach (65%) and fixture co-ordinator (57%). Less than half had team managers (46%) or development directors (34%).

Clubs generally were more likely to have males than females in most of these leadership roles.

This was particularly true of chairpeople (81% of clubs with a male chair compared with 30% with a female chair) and chief or head coaches (58% compared with 28%).

It was noticeable, however, that more clubs employed at least one female child protection officer (56%) than at least one male child protection officer (49%).

4.1.26 Unsurprisingly the average number of chairs, treasurers or secretaries employed of either gender tended to be around 1, with little difference in terms of the average number of males or females employed in these roles in each club. There was more of a difference in terms of other roles:

- The 56% of clubs with male team captains had 4.2 males in these roles, compared to 2.4 females for the 43% of clubs with female team captains.

- 44% of clubs had male team managers compared to 28% with female team managers. The clubs with male team managers employed 4.3 males in these roles compared to 2.3 female team managers.

- Just over half (57%) of clubs had various other male committee members, employing on average 8.9 males each. This compared with an average of 4.1 other female committee members employed by the 45% of clubs with any female committee members.

The results were also analysed (table 4.1.10) according to whether the club membership was predominantly male or female:

Club Survey

Table 4.1.10: Leadership Roles by Gender of Membership

Base: All clubs

% of clubs (average number)

| | Membership mainly male (N =74) | | Membership mainly female (N = 19) | |
	Clubs with male in role	Clubs with female in role	Clubs with male in role	Clubs with female in role
Treasurer	81% (1.1)	35% (1.1)	16% (1.0)	90% (1.1)
Secretary	77% (1.1)	43% (1.1)	16% (1.0)	95% (1.1)
Chair	89% (1.1)	23% (1.1)	42% (1.0)	58% (1.0)
Child Protection Officer	60% (1.2)	49% (1.1)	11% (1.0)	95% (1.2)
Team Captain	61% (4.4)	34% (2.3)	32% (1.3)	69% (2.6)
Chief/Head Coach	60% (2.4)	20% (1.4)	53% (1.2)	58% (2.4)
Fixture Co-ordinator	51% (1.4)	19% (1.0)	5% (1.0)	58% (1.0)
Team Manager	46% (5.0)	23% (2.5)	37% (1.0)	42% (2.1)
Development Director	28% (1.1)	5% (1.8)	11% (1.0)	32% (1.0)
Other Committee member	66% (9.5)	43% (3.8)	21% (2.5)	47% (4.9)
Other	16% (2.1)	11% (1.5)	11% (4.0)	37% (2.3)

4.1.27   Although the base size for the clubs with a mainly female membership is low (only 19 respondents) it is useful to compare the results for this group with the results for the clubs with mainly male memberships.

4.1.28   Clubs with mainly male members were more likely to have males in each individual leadership roles than females.

Least difference was seen in terms of:

- child protection officer, with 60% of clubs with a mainly male membership employing at least one male child protection officer, but 49% employing at least one female in the role,

- development director (28% compared with 5%),

- other committee members (66% compared with 43%),and,

- others (16% compared with 11%).

Most difference was seen for board positions, in particular for,

- chairs (89% with chairmen compared with 23% with chairwomen),

- treasurers (81% versus 35%) and,

- secretaries (77% compared with 43%).

4.1.29   Clubs with mainly female memberships were more likely to employ at least one female than at least one male in each particular role.

This was most true of treasurers (90% with a female in the role compared to 16% with a male) and secretaries (95% compared to 16%) but, unlike the clubs with mainly male memberships, the same magnitude of difference was not seen with regard to chairs (58% compared to 42%).

In addition, clubs with mainly female memberships were almost as likely to have at least one male chief head coach as at least one female head coach (53% compared to 58%), with a similar pattern being seen for team managers (37% compared to 42%).

4.1.30   These results suggest, in general, that there is more of a bias towards having males in leadership roles among clubs with mainly male membership than there is towards having females in leadership roles among clubs with a mainly female membership.

Satisfaction with Gender Balance in Leadership Roles

4.1.31   Using a four-point scale (from very satisfactory to very unsatisfactory), respondents were asked to state how satisfactory they felt the current gender balance is in leadership roles in their organisation.

Club Survey

Chart 4.1.2: Satisfaction with gender balance in leadership roles

Base: Total sample

Very satisfactory	33%
Fairly satisfactory	35%
Fairly unsatisfactory	15%
Very unsatisfactory	11%
DK/no response	6%
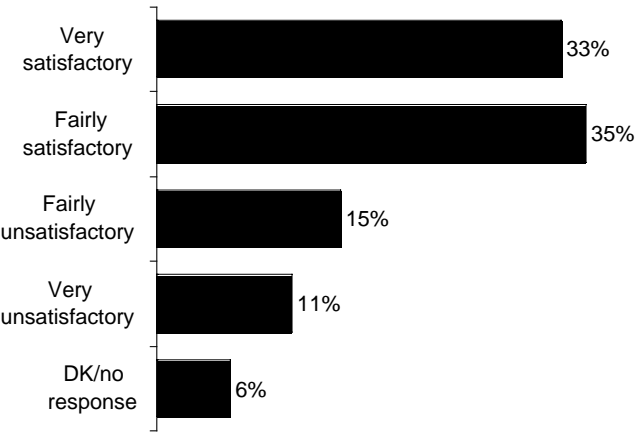
4.1.32   About two-thirds of club respondents stated either that they were very (33%) or fairly (35%) satisfied with the gender balance in leadership roles in their organisation.

However, 15% felt it was very unsatisfactory and just over a tenth (11%) stated it was very unsatisfactory.

4.1.33   Results are shown in the following table (4.1.11) for those clubs with more males than females in leadership roles as a whole, and for those clubs with more females than males across all leadership roles as a whole.

Club Survey

Table 4.1.11: Satisfaction with Gender Balance in Leadership Roles

Base: Total sample

	Total (N = 100)	Mainly males in leadership roles (N = 73)	Mainly females in leadership roles (N = 22)
Very satisfactory	33%	29%	36%
Fairly satisfactory	35%	37%	36%
Fairly unsatisfactory	15%	19%	5%
Very unsatisfactory	11%	10%	18%
Don't know/no response	6%	5%	5%
Total	100%	100%	100%

4.1.34   Few concrete differences were seen between organisations mainly with males or mainly with females in leadership roles, although those with mainly females in leadership roles were marginally more likely to say the gender balance in their club was very satisfactory.

More of a difference was seen when results for female and male respondents were compared (45% of females saying the balance was very satisfactory compared to 26% of males).

In addition, there was no difference in satisfaction between those clubs with and without clubmark accreditation (66% compared to 68% very or fairly satisfied) – reasons for this are noted in the following section.

4.1.35   Each respondent who said that they felt the gender balance in their organisation was satisfactory was asked why.

These responses are therefore subjective and should not necessarily be taken as objective or justifiable reasons for any particular balance in leadership gender roles.

Club Survey

Table 4.1.12: Reasons for satisfaction with gender balance in leadership roles

Base: Gender balance very/fairly satisfactory

	Total (N = 68)
Number of leaders representative of gender balance of organisation/players	18%
Good balance exists in membership or leadership	18%
Are a mainly male club/no females involved	16%
Generally works well/satisfactory	12%
Encouraging female participation	6%
Women (could) take leadership role in a specific area	4%
Have equal opportunities policy	4%
Recent growth in number of females	4%
No discrimination/positions open to all	3%
Females have own club/section/team	3%
Are a mainly female club/no males involved	3%
Balance reflects/should reflect best person for the job	3%
More males than females/too male dominated	3%
No reply	16%

4.1.36   There were some differences between the reasons given by the 22 clubs with clubmark accreditation who were satisfied and the 26 without the accreditation.

Clubmark clubs were more likely to say that they were a mainly male club with few females involved (six clubmark clubs saying this compared to three non-clubmark clubs).

Although this was balanced by the fact that three clubmark clubs, but eight non-clubmark clubs said the gender of leaders represented participation levels from males and females.

The only other notable difference was that both clubs that said that they had a good mix of genders in leadership roles had clubmark accreditation.

4.1.37   Due to the low base sizes involved, it is not possible to analyse the results in terms of whether respondents were male or female.

More detailed analysis of the reasons for satisfaction is provided as follows:

4.1.38 **Number of leaders is representative of gender balance or mainly a club of one gender**

As noted in table 4.1.2 on page 26, 18% of respondents who said they were satisfied with the gender balance in leadership roles in their clubs said the leadership reflected the gender balance of membership or participants.

Others were either male or female clubs in terms of membership with the gender balance in leadership roles reflecting this. Relevant individual comments are noted below:

- "We are a ladies… club so office bearers elected are going to be female"

- "Reflects balance of membership. [Sport] at every level tends to be very male dominated"

- "Male dominated sport, suitable balance for needs of our organisation"

- "It reflects the profile of those involved, whether competing or organising [the sport]"

- "It is representative of the number of women in the sport of yachting"

- "Leadership roles are a reflection of the team balance within our organisation"

- "We feel for a female sport that men are well represented in positions of management but we are also interested in the promotion of women into positions of leadership and responsibility"

4.1.39 **Good balance exists in membership or leadership**

- In total, almost one in five (18%) said they were satisfied as they felt there was generally a good balance in membership or leadership. The comments below suggest that a number of clubs may be proactively addressing gender issues.

- "There is an equal representation from both men's and ladies' clubs on all committees and in leadership roles"

- "On a proportional representation basis females are very well represented in leadership roles, however this is due to the organisation trying to promote more female"

- "We have a good balance of male and female on our management committee"

- "We have a fairly equal divide of main roles and women are not typecast into traditionally female roles, i.e. tea making"

4.1.40 **Increase in female input**

In total, 6% of clubs said they felt gender balance in leadership roles was satisfactory because they were encouraging female participation, with 4% noting a recent growth in the number of females.

Specific comments were as follows, with the last comment being of particular interest in highlighting the connection between leadership roles and participation levels.

- "Fairly satisfactory because we are progressing and this is being reflected in our membership where we are actively encouraging women"

- "Trying to increase the participation of females in [our]… sport… and need more female coaches/helpers to be involved"

- "Trying to encourage more female membership. Three women on committee helps this"

4.1.41 **Open/equal application process**

When asked, 4% of respondents were satisfied as they had an equal opportunities policy, with a further 3% stating there was no discrimination or that positions were open to everyone.

Due to the small base size it is difficult to assess whether this had been a conscious decision to implement a 'progressive' approach or merely a rubber-stamping of an existing policy. Relevant statements are noted below:

- "We have [sic] an equal opportunity club where men and ladies… pay equal amounts to equal play scenario. Every opportunity is afforded equally to men and women. We even have joint team captains of mixed teams".

- "Satisfactory in that it is democratic and is what the members seem to want – but too few males are willing to take on the workload, so females predominate on committee".

- "We are an equal opportunities… club. Committees are represented with both male and female members".

- "There is a [Ladies version of our club]… who have their own competition and committee. The ladies club have equal access to all facilities".

4.1.42 Respondents who said they were fairly or very unsatisfied were also asked why, as detailed in the following table (showing responses given by two or more interviewees):

Club Survey

Table 4.1.13: Reasons for lack of satisfaction with gender balance in leadership roles

Base: Gender balance very/fairly unsatisfactory

	Total (N = 26)
Are a mainly male club/too few females involved	27%
Women not interested in taking up leadership roles	23%
Historical/cultural aspect negatively affecting gender balance	15%
Women don't have time to take up leadership roles	12%
Recent growth of females	8%
Are a mainly female club/too few males involved	8%
Unsatisfactory	8%
More males than females/too male dominated	8%
Are encouraging women's participation	8%
Other demographic representation issues (e.g. age, ethnicity)	8%
Females can become involved through participation of other family members	8%
No/not enough female coaches	8%
No reply	4%

4.1.43   A wide range of different reasons were given for seeing the gender balance in their organisation as very or fairly satisfactory.

These have been split into sections below, with verbatim comments from respondents used to show specific feedback where relevant.

4.1.44   **Club structure**

One group of respondents felt their gender balance was unsatisfactory as they were either a mainly male or female club (27% and 8% respectively) or the club was too male dominated (8%).

- "There are very few ladies interested in [sport] in this area"

- "Women are just trying to break into [sport]"

- "Unsatisfactory as hard to hold on to males… when they hit 16 years – work commitments, peer pressure."

4.1.45 **Time Constraints/Interest**

A second group focussed on attempting to state why women were not taking up leadership roles, primarily either as they were not interested (23%) or didn't have the time (12%):

- "Perception of a male dominated sport. Women involved in our club are there often because their family is involved and feel administration and leadership takes too much time"

- "Not enough women prepared to get involved. Beginning to come through at youth level"

- "Unsure. There is a case of women feeling that they can't carry out the roles and maybe an unwillingness to do so because of other commitments"

4.1.46 **Other Reasons**

The remaining respondents outlined other reasons, primarily historical/cultural (12%), but also the lack of coaches (8%) and possibility of getting females involved through other family members (8%):

- "The sport has traditionally been female, it is difficult to get men involved unless they have daughters involved"

- "1. More schools must be encouraged by headmasters to encourage girls. 2. Girls [are] better at focus[ing] on studies therefore less distracted by attractions of [sport] until older. 3. Girls will form female peer group faster than male group, but sister to brother relationship can introduce girls"

- "No female coaches – more male oriented than female oriented sport. Female coaches would be very welcome"

- "We do everything possible to attract female members. We operate in the same way as clubs on the mainland who attract a greater percentage of female members. We offer family membership as standard to attract more spouses. We do not know why the take up is low"

- "Because lack of development and creating equal sporting opportunities. Lack of funding to educate females in coaching and managing other females. Women coaching women instead of men taking women"

4.2   Gender balance in governing bodies of sport in Northern Ireland

4.2.1   In total, 35 different governing bodies replied to the questionnaire concerning gender balance in their organisations. A copy of the relevant questionnaire can be found in the appendix.

Main Sports Covered

4.2.2   All governing bodies were asked to detail the sports that their organisation covered, although four did not provide details. The table below (4.2.1) shows only those sports that were noted by more than one governing body.

Governing Bodies Survey

Table 4.2.1: Sports participated in

Base: All governing bodies answering question

	Main sport (N = 31)
Martial Arts	10%
Bowling	6%
Motor sport	6%
Pistol/Rifle/Target shooting	6%

Number of Employees

4.2.3   All governing bodies were asked to give the total number of people who worked for their organisation (paid or voluntary). Four of the 35 again did not provide any details. This tended not to include coaches.

The chart below (4.2.1) shows that 26% of bodies employed between 51 and 150 and 13% had more than 150.

In comparison, over half had less than 50 employees, with 29% having between 1 and 15 and a further 29% having between 16 and 50.

One respondent on behalf of a governing body said they did not know how many they employed.

Governing Bodies Survey

Chart 4.2.1: Number of employees

Base: Total sample (N=31)

Category	Percentage
1-15	29%
16-50	29%
51-150	26%
151+	13%
DK	3%
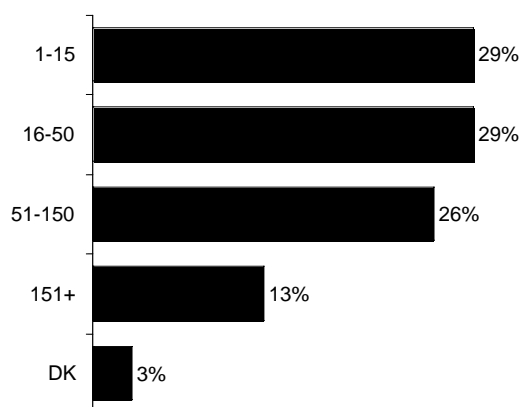
Composition of Employees

4.2.4   Governing bodies were asked to give the number of part-time and full time males and part-time and full-time females employed. In addition, they were asked to state whether these individuals were paid or unpaid.

Key results for the 30 governing bodies providing information (five did not complete this question) are shown in the following bullet-points:

- No females were employed in a full-time voluntary role at any of the governing bodies, compared to an average of 2.73 males.

- An average of 15.6 females was employed in a part-time voluntary capacity compared to 53.3 males.

- An average of just over four (4.4) males were in full-time paid roles at each governing body, compared to 3.1 females.

- The sole sector where there were more females than males was in part-time paid roles (1.2 females compared to 0.2 males).

Composition of Coaching Staff

4.2.5 Each governing body was asked to provide information on the gender of their coaches, their level of qualification, and the age of individuals they coached most often.

Results are given for the 26 governing bodies that stated they employed coaching staff and then went on to provide details.

Table 4.2.2 shows the proportion of governing bodies with male and female coaches.

Governing Bodies Survey

Table 4.2.2: Composition of specialist coaching staff – gender of staff

Base: Employed coaching staff and provided details

	Total no. of coaches (N = 26)
Male	92% (91.9)
Female	77% (63.9)
Total	100% (132.8)

4.2.6 Virtually all governing bodies (92%) employed at least one male coach, with approximately three-quarters (77%) using the services of at least one female coach.

Those who had male coaches had, on average, 91.9 male coaches, although this was affected by two governing bodies with 856 male coaches and 410 male coaches respectively (excluding these would bring the average number down to 41.6).

Those with female coaches had 63.9, with this average raised by two governing bodies with 507 and 265 female coaches each (excluding these would bring the average down to 28.1).

4.2.7 In total, there were 3484 coaches employed, 2206 of whom were male (63%) and 1278 of whom were female (37%).

While there is still a bias towards male coaches, this is not to the same extent as was seen for the clubs that were interviewed.

The following table shows the number and proportion of coaches (paid or voluntary) at each level by gender:

Governing Bodies Survey

Table 4.2.3: Composition of specialist coaching staff – qualification of staff

Base: Governing bodies which employed coaching staff and provided details

% of governing bodies (average number)

	Total (N = 26)	Male (N = 26)	Female (N = 26)
Level 4	27% (7.1)	27% (6.6)	8% (2.0)
Level 3	31% (17.0)	23% (16.3)	31% (4.8)
Level 2	54% (35.8)	46% (31.8)	35% (13.2)
Level 1	65% (38.4)	65% (30.2)	50% (10.7)
Introductory	27% (146.0)	19% (145.8)	27% (41.9)
Unqualified	4% (40.0)	4% (30.0)	4% (10.0)
Total (inc. others)	100% (132.8)	92% (91.9)	77% (63.9)

4.2.8   Few governing bodies (4%) employed any unqualified coaches, although the one body that did employed both males (30 in total) and females (10).

Approximately a quarter employed introductory level coaches and level 4 staff (both 27%), with a similar proportion having any level 4 coaches (31%).

The largest proportions were seen for level 1 (65%) and level 2 (65%) coaches.

4.2.9   When the likelihood of governing bodies to employ males and females were examined they were more were likely to employ at least one male than at least one female at level 4 (27% compared to 8%), level 2 (46% compared to 35%) and level 1 (65% compared with 50%).

This was not the case, however, with relation to level 3 (23% and 31%) and introductory level (19% and 27%).

The numbers of male and female coaches employed by these governing bodies, however, showed considerably more males employed at each level than females.

Governing Bodies Survey

Table 4.2.4: Composition of specialist coaching staff – age group coached

Base: Governing bodies with coaching staff and answering question

% of governing bodies (average number)

Age group coached	Governing bodies with coaches (N = 26)	Male coaches (N = 26)	Female coaches (N = 26)
17 and over	77% (56.1)	69% (45.9)	54% (21.1)
13 – 16	46% (83.2)	38% (83.6)	38% (16.2)
12 or under	42% (25.6)	23% (22.8)	35% (16.1)
Total (inc. others)	100% (132.8)	92% (91.9)	77% (63.9)

4.2.10   Approximately three quarters of governing bodies employed coaches for the over 17 years age group – with these bodies employing approximately 56 coaches each.

There was more male coaches for this age group, with 69% having at least one male coach (compared to 54% with a female coach) and about 46 male coaches at each organisation (compared to 21 females at each of the governing bodies with females coaching that level).

4.2.11   In total, 38% of governing bodies employed male coaches for the 13 – 16 age group, the same proportion as employed female coaches.

However, whereas the 38% with males employed on average 84 male coaches, the 38% with female coaches had only 16 female coaches at this level.

4.2.12   Governing bodies were more likely to have at least one female coaching the 12 and under age group (35% - an average of 16 each) as they were to have at least one male (22% - an average of 23 each).

This is the only age group that has about as many females as male coaches.

Composition of Leadership Roles

4.2.13   Each governing body was asked to state how many males and how many females held leadership roles in their governing body. From this it was possible also to ascertain the total number of individuals in each role.

The table below (4.2.5) shows the percentage of governing bodies employing anyone, males and females in each role, with, as previously, the number in brackets showing the mean number employed.

Governing Bodies Survey

Table 4.2.5: Leadership roles

Base: Governing bodies with coaching staff and answering question

% of governing bodies (average number)

	Total number (N = 30)	Males (N = 30)	Females (N = 30)
Treasurer	93% (1.0)	73% (1.0)	20% (1.0)
Chair	67% (1.0)	57% (1.0)	10% (1.0)
Honorary secretary	67% (1.0)	43% (1.0)	23% (1.0)
President	63% (1.0)	47% (1.0)	17% (1.0)
Vice Chair	57% (1.0)	50% (1.0)	7% (1.0)
Team Manager	43% (1.7)	33% (2.0)	23% (2.1)
Technical (e.g. performance dir.)	43% (1.7)	37% (1.6)	13% (1.0)
Secretary	43% (1.0)	17% (1.0)	27% (1.0)
Umpire/referee	40% (40.7)	33% (41.2)	30% (8.4)
Sports specific devt. officer	37% (1.7)	20% (2.0)	17% (1.4)
Communications/marketing	33% (1.3)	13% (1.3)	20% (1.3)
National squad manager	30% (3.6)	27% (3.8)	7% (1.0)
Official	30% (30.1)	27% (21.7)	23% (14.8)
President elect.	27% (1.8)	13% (2.0)	13% (1.5)
Admin manager	23% (1.0)	7% (1.0)	17% (1.0)
Membership secretary	20% (1.2)	7% (1.0)	17% (1.0)
Coach development officer	20% (1.5)	17% (1.0)	10% (1.3)
Youth development officer	20% (7.8)	13% (11.0)	10% (1.0)
Other board members	20% (7.2)	17% (6.8)	10% (3.0)
Club development officer	13% (2.0)	7% (2.5)	10% (1.0)
Chief Executive	7% (1.0)	7% (1.0)	0% (0.0)
Director of finance	7% (2.5)	7% (2.0)	3% (1.0)
Director of development	7% (1.0)	0% (0.0)	7% (1.0)
Other Director	13% (7.0)	10% (2.3)	3% (21.0)
Other	43% (21.7)	30% (28.2)	23% (4.0)

4.2.14   The various different positions can be split into a number of different sub-groups, as listed below:

- **Senior positions (treasurer, chair, honorary secretary, president, vice-chair)** where there tends only to be one person employed and governing bodies are considerably more likely to have males rather than females in the posts.

- **Positions (technical, national squad manager and others)** where not only are bodies more likely to have at least one male than at least one female in the post, but the average number of males employed is higher as well.

- **Positions (umpire/referees, officials, youth development officer and other board members)** where bodies are as likely to have one male as one female in the position, but the average number of males is higher.

- **Positions (namely team managers, sports specific development officer, communication/ marketing posts, president elect, coach or club development officers, and other directors)**, where there is a roughly equal balance in proportion and average number of males and females.

- **Secretary, admin manager and membership secretary** positions where only one person tends to be employed but they are more likely to be female.

- **Specialised senior positions such as chief executive, director of finance and director of development** that are relatively rare, hence making it difficult to assess gender balance.

Satisfaction with Gender Balance in Leadership Roles in governing bodies

4.2.15   Using a four-point scale (from very satisfactory to very unsatisfactory), respondents were asked to state how satisfactory they felt the current gender balance is in leadership roles in their organisation.

Governing Bodies Survey

Chart 4.2.2: Satisfaction with gender balance in leadership roles

Base: Total sample (N=31)

Category	Percentage
Very satisfactory	19%
Fairly satisfactory	38%
Fairly unsatisfactory	19%
Very unsatisfactory	19%
DK/no response	9%
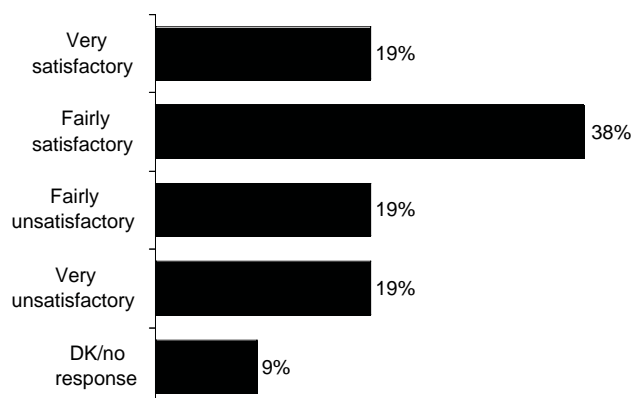
4.2.16   Two-thirds (66%) of all governing bodies said they felt the gender balance in leadership roles in their organisation was either very (26%) or fairly (40%) satisfactory.

A fifth (20%) said it was fairly unsatisfactory, with 9% stating it was very unsatisfactory.

4.2.17   Each respondent who said that they felt the gender balance in their organisation was satisfactory was asked to give their feelings why. The main themes mentioned by these respondents are overleaf:

4.2.18 **Participation**

Many governing bodies felt that the number of female and male leaders simply was representative of the numbers participating and that it reflected the balance of players. The following comments are used to illustrate this point:

- "Our sport attracts many more male than female participants and our management gender balance reflects this. We have had more females involved in the past and we try to employ the person most suitable for a job regardless of gender"

- "There are very few males, compared to females, involved in [our sport]"

- "It reflects perfectly the gender balance within the organisation as a whole"

- "More women currently play [our sport] in Northern Ireland, hence more are involved in admin. This will change as the number of men playing increases"

- "The number of female leaders is representative of the numbers participating"

- "Both males and females hold managerial roles within the organisation"

4.2.19 **Other Reasons**

Other reasons included the belief that there was a good mix of genders with both having managerial/ leadership roles and that the existing balance reflected the best person for the job. This is exemplified by the following comment; "As the roles are voluntary, we feel that the environment to encourage all our members to take on an active role within the organisation is right".

4.2.20 Those eight interviewees who felt the gender balance in their organisation was either very or fairly unsatisfactory were asked why.

A number of these reasons noted positive moves being made to change the gender balance in leadership roles. The following reasons emerged:

- "Should be possible to have more females as District Reps".

- "[Our sport] has been a predominantly male game in Northern Ireland. But we are taking steps to develop women's [versions of the game]. Therefore, gender balance skewed towards males".

- "There is more that could be done to market leadership roles to under-represented groups within our organisation, including women".

- "Lack of involvement and activity of women/girls participating in [our sport] and sport in general".

- "On the balance of male/female membership (2:1), more females should be in positions of leadership".

- "Historically [our sport] has been a male dominated sport and, therefore, coaches have tended to be male. Women's [sport] is still in its infancy. However, as it is developed through increased participation and coaching opportunities are opened up for women, the gender balance may improve".

- "There is a lack of female representation on the board, with only one female board member. Our organisation is progressive and it is, therefore, likely to improve the gender balance as an indirect result of other aspects of the organisation moving forward".

4.3   Gender balance in community/voluntary groups

4.3.1   In total, 12 community or voluntary groups replied to the questionnaire concerning gender balance in their organisations. A copy of the relevant questionnaire can be found in the appendix.

Number of Employees in Community groups

4.3.2   All respondents were asked to give the number of people (chart 4.3.1) who worked for their organisation (paid or voluntary) in connection with sport at the time they responded to the questionnaire.

Community/voluntary groups

Chart 4.3.1: Number of employees

Base: All community/voluntary group respondents (N=12)

1-10	33%
11-20	33%
21+	25%
No response	8%
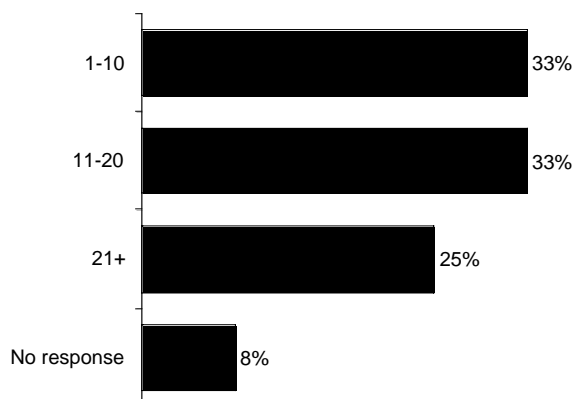
4.3.3   About two-thirds (66%) of the community groups had between one and twenty employees in total, with a quarter having more than this number.

Composition of Employees in Community / Voluntary groups

4.3.4   Each community/voluntary group was asked to provide information on the composition of their staff, including the number of part-time and full-time males and part-time and full-time females employed. In addition, they were asked to state whether these individuals were paid or unpaid.

- There were more male than female part-time staff (6.3 compared to 3.5) and voluntary staff (5.2 compared to 3.4).

- There were more female than male full-time staff (3.2 compared with 1.6) and paid staff (3.3 compared with 2.7).

Employment of Coaching Staff

4.3.5   All community/voluntary groups stated whether they employed (paid or unpaid) any specialist sports coaching staff.

Community/voluntary groups

Chart 4.3.2: Employment of specialist coaching staff (paid and unpaid)

Base: All community/voluntary group respondents

33%

67%

Yes
No
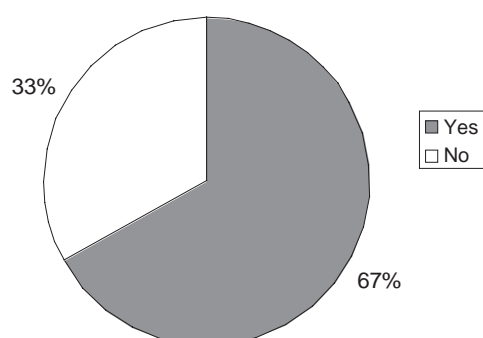
4.3.6   Two-thirds (67%) of the community groups that we contacted had specialist coaching staff. Four out of the twelve groups (33%) said they did not.

All eight community groups with specialist coaching staff employed males and females. In total, 89 coaches were employed, 55 of whom were male (62%) and 34 were female (38%).

Composition of Coaching Staff in Community groups

4.3.7   The following table (4.3.1) shows the level of qualification of coaches at community groups:

Community/voluntary groups

Table 4.3.1: Composition of specialist coaching staff – qualification of staff

Base: All community/voluntary groups with coaching staff

	Community groups with coaches (N = 8)	Community groups with male coaches (N = 8)	Community groups with female coaches (N = 8)
Level 4	25% (2.5)	13% (4.0)	13% (1.0)
Level 3	50% (2.5)	38% (3.0)	13% (1.0)
Level 2	38% (2.7)	25% (3.0)	25% (1.0)
Level 1	63% (8.6)	50% (7.0)	50% (3.8)
Introductory	38% (4.0)	25% (4.0)	25% (4.0)
Unqualified	25% (1.0)	13% (1.0)	13% (1.0)
Total (inc. others)	100% (11.1)	88% (7.9)	100% (4.3)

4.3.8   Five community groups (63%) had coaches at level 1, with four having coaches at level 3 (50%). Fewer than half had coaches at each of the other levels.

Exactly similar patterns were seen when the proportion of groups with a male or female coach at each level, with the exception of level 3 coaches – three community groups had at least one male coach at this level but only one had at least one female coach at level 3.

4.3.9   Despite this pattern, more males were employed than females overall – while similar numbers were employed at the lower levels (e.g. the two groups with male coaches at introductory level employed two of them on average, the same proportion as seen for female coaches).

This was not true of the higher levels where there was more bias towards employing males. For example, out of the five coaches employed at level 4, four of them were male and one female and nine of the ten at level 3 were male.

4.3.10　The third table (4.3.2) illustrates the age group that coaches mainly provided coaching for:

Community/voluntary groups

Table 4.3.2: Composition of specialist coaching staff – age group coached

Base: Community/voluntary group respondents who had coaching staff and provided details

	Total no. of coaches (N = 8)	Male coaches (N = 8)	Female coaches (N = 8)
17 and over	63% (4.0)	38% (5.0)	38% (1.7)
13 – 16	75% (5.5)	63% (4.2)	63% (2.4)
12 or under	75% (6.0)	63% (3.8)	63% (3.8)
Total	100% (11.1)	88% (7.9)	100% (4.3)

4.3.11　In total, five community groups employed coaches for those aged 17 and over (on average four each), four mainly coached those aged 13-16 (5.5 each) with four coaching primarily those aged 12 and under (6 each).

4.3.12　Identical patterns were seen in terms of the proportion of community groups with males and females at each level.

For over 17s and 12-16s a greater average number of males were employed (5.0 males compared to 1.7 females for 17 and over, and 4.2 males compared to 2.4 females for the 13-16 age group).

A similar average number of males and females were employed at the 12 and under level.

This is similar to the results seen earlier for governing groups, where there was also equality between the numbers of male and female coaches only for those coaching the youngest age group.

Composition of Leadership Roles in Community groups

4.3.13　Each group was asked to state how many males and how many females were in certain leadership roles in their community/voluntary group, with 12 providing responses.

From this it was possible also to work out the total number of individuals in each role. Table 3.5 shows the percentage of community groups employing anyone, males and females in each role, e.g. 25% of community groups have a male community sports development officer, with the number in brackets showing that these 25% of community groups have on average 2.5 male community sports development officers.

Community/voluntary groups

Table 4.3.3: Leadership roles

Base: Total sample (community/voluntary group survey)

	Percentage of comm/vols (N = 12)	Males (N = 12)	Females (N = 12)
Chair	67% (1.0)	58% (1.0)	8% (1.0)
Administrator	58% (1.4)	17% (1.0)	50% (1.3)
Treasurer	58% (1.0)	42% (1.0)	17% (1.0)
Secretary	50% (1.0)	17% (1.0)	33% (1.0)
Vice Chair	50% (1.0)	33% (1.0)	17% (1.0)
Community Sports Development Officer	42% (1.2)	25% (2.5)	25% (1.0)
Generic development officer	17% (3.5)	17% (1.5)	17% (2.0)
Site-Specific Facility Manager	17% (1.0)	8% (1.0)	8% (1.0)
Operational Sports Development staff	17% (1.5)	8% (1.0)	8% (2.0)
Manager of sports development officer	17% (1.0)	8% (1.0)	8% (1.0)
Sport-specific development officer	8% (2.0)	8% (1.0)	8% (1.0)
Heads of Service	8% (1.0)	8% (1.0)	8% (1.0)
Coach Development Officer	8% (1.0)	0% (0.0)	8% (1.0)
Sport leader	8% (3.0)	0% (0.0)	8% (3.0)
Operations Manager	8% (1.0)	0% (0.0)	8% (1.0)
Chief Executive Officer	8% (1.0)	8% (1.0)	0% (0.0)
Other sports development officer	42% (2.0)	42% (1.8)	8% (1.0)
Other sports volunteer representatives	17% (7.0)	8% (8.0)	17% (3.0)
Other elected members	17% (7.0)	8% (8.0)	17% (3.0)
Other	33% (1.3)	17% (1.0)	17% (2.5)

4.3.14   Those individual posts that had three or more community groups employing anyone in that role could be split into a number of different sub-groups:

- (Mainly senior) positions with only one, usually male, person in that role. This included chairs, treasurers and vice-chairs.

- Administrators and secretaries were more likely to be held by females than by males. Half all groups had a female administrator but only 17% had a male in the role, while a third had a female secretary but only 17% a male one.

- Development officer roles. Certain individual types of development officer (primarily community sports development officer) showed little difference in terms of the pattern of employment. Little difference could be ascertained in relation to coach or sports specific development officers, but there was a bias towards having males in others sports development officer roles with 41% having a male in this role (averaging at 1.8 each) and only one group employing a single female.

Satisfaction with Gender Balance in Leadership Roles within Community groups

4.3.15   Using a four-point scale (from very satisfactory to very unsatisfactory), respondents were asked to state how satisfactory they felt the current gender balance was in leadership roles in their organisation.

Community/voluntary groups

Chart 4.3.3: Satisfaction with gender balance in leadership roles in community/voluntary groups

Base: All community/voluntary group respondents (N=12)

Category	Percentage
Very satisfactory	42%
Fairly satisfactory	42%
Fairly unsatisfactory	17%
Very unsatisfactory	0%
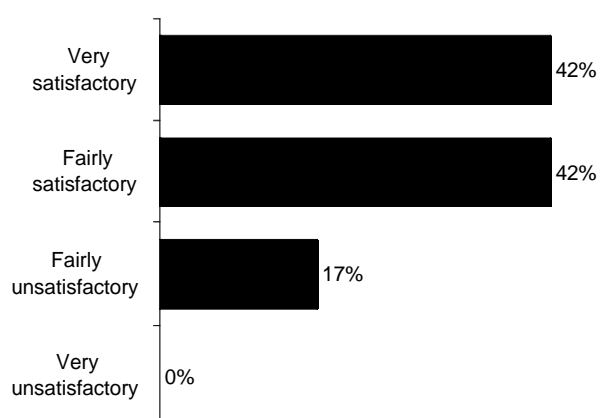
4.3.16   Virtually all community groups said that they were satisfied with the gender balance in leadership roles in their organisation, 42% fairly and 42% very satisfied.

Two respondents (17%) said they were fairly unsatisfied.

4.3.17   Overall the comments made by those who were either very or fairly satisfied tended to represent a mix between those who felt the gender balance in leadership roles reflected that of people in their organisation, that it was effective or represented employing the best person for the job, or that there was an equal balance between genders.

4.3.18   The following comments were made by those who were very satisfied:

- "[We have a] working balance that is effective for this organisation".

- "There is an equal number of both".

- "I am the only female sports development officer for the [two groups I work for]".

- "Equal number of staff. The best people were employed for the post. It didn't matter if they were male or female".

4.3.19   The following comments were made by those who were fairly satisfied:

- "Although the Chair is male, the Centre manager is female along with most of the staff. This I think represents a good balance".

- "There are 9 separate coaches within this organisation and female coaches make up 50% of our coaching sessions each week".

- "Fairly satisfactory in relation to the 'pool' of people involved in our organisation, however this could be improved".

- "As there are both men and women working in sport in relatively similar numbers in my area".

- "The Chair is male and the board all male apart from the CSDM [Community Sports Development Manager] who is female and is the employed person who drives the organisation forward".

4.3.20   The comments that were made by those who felt the current balance of men and women in leadership roles in their community/voluntary group were fairly unsatisfactory included:

- "Despite a satisfactory representation on the management committee, there is a lack of qualified coaches or sports development staff".

- "Due to the lack of interest, and probably lack of time, shown by women in the local community to join the committee".

4.4   Gender balance in district councils in Northern Ireland

4.4.1   In total, 5 district councils replied to the questionnaire concerning gender balance in their organisations. Due to the low number most results are shown in words rather than using tables. A copy of the relevant questionnaire can be found in the appendix.

Number of Employees in District Councils

4.4.2   All district councils were asked to give the number of people who worked for their organisation (paid or voluntary) in connection with sport at their council[10] at the time they responded to the questionnaire.

4.4.3   One district council only employed five people, with the remainder having between 24 and 34 employees.

Composition of Employees in District Councils

4.4.4   Each district council was asked to provide information on the composition of the staff who worked for them in connection with sport (paid or voluntary).

They were asked to detail the number of part-time and full-time males and part-time and full-time females employed. In addition, they were asked to state whether these individuals were paid or unpaid.

As can be seen by the individual responses noted below, most district councils employed similar levels of males and females.

District Councils

Table 4.4.1: Employment of staff in relation to sport (part and full-time)

Base: All district council respondents

	Male Full-time	Male Part-time	Female Full-time	Female Part-time
Council A	14	0	8	12
Council B	10	6	10	8
Council C	12	0	0	12
Council D	4	8	4	8
Council E	3	0	2	0

_____

10   Respondents were asked to the state the number of "individuals in total [who] work for your organi-sation (paid or voluntary) in connection with sport?" without any reference to specific departments.

4.4.5   All the employees were paid staff, with the exception of ten of the males and eight of the females employed by Council C.

The results suggest that there was an equal balance between the total number of males and females employed in each district council.

Composition of Coaching Staff in District Councils

4.4.6   All five district councils said that they employed sports coaching staff (whether in paid or voluntary roles.

4.4.7   Two of the five councils that employed sports coaching staff did not provide details of the gender and number of individuals employed in each role.

4.4.8   Two of the three district councils that provided details employed exactly the same number of female as male coaches (10 and 6), with the other employing two male coaches and four female coaches.

4.4.9   The exact split of employment in terms of gender of coach, their level of qualification and age-group coached is shown below for the three district councils providing details:

- One district council had exactly the same number of males and females employed at each level and for each age group.

- There were three male and three females coaches at introductory, level 1 and level 2, and three male and three female coaches at each age group (12 and under, 13-16 and 17 and over).

- The remaining coaches were a male and a female level 4 coach teaching those aged 17 or over.

- One district council had two male coaches at introductory level coaching 12 years or under compared to four female coaches at level 1 (2 coaching 12 years and under, 2 coaching 13-16s).

- The remaining council had all six females at level 1 (two coaching those aged 12 and under, four coaching those aged 13-16), with three males at level 1, one at level 2 and two at level 3.

- Four of the males coached those aged 12 and under and two coached 13-16s.

4.4.10   These results suggest a relatively equal balance between males and females employed: one council having an exactly equal representation, one tending to have females at a higher qualification level and one at a lower level.

However, it must be stressed that the base size for this question is particularly low and is unlikely to represent accurately the position across all district councils.

Composition of Leadership Roles in District Councils

4.4.11   Each district council was asked to state how many males and how many females were in certain sports leadership roles in their organisation, with all five providing responses.

Responses for each organisation are detailed below:

- One council had eight males (five senior facility staff, two operational sports development staff and one generic development officer) and three females (a head of service, service manager and operational sports development staff) in sports leadership roles.

- Seventeen males and twelve females were in sports leadership roles in another council.

- The males were in a variety of roles including chair, vice-chair, secretary (2), head of service, service manager (4), site-specific facility manager (2), senior facility staff (2), operations manager, operational sports development staff, sports development officer manager and youth sports coordinator/manager.

- Females were employed in fewer roles, notably as chair, vice-chair, administrator, senior facility staff (3), sports specific development officer and head PE teachers at secondary schools (2)

- One council had two female managers of sports development officers, a male and a female sports specific development officers and a male and female community sports development officer.

- There were three males (a manager of sports development officer, a sport specific development officer and a community sports development officer) and two females (both community sports development officers) at another council.

- The final council had fourteen males and twenty females in relevant roles. The males tended to be managers (two site-specific facility managers and two operations managers) or development officers (five in coaching development, one in community sports) although there were also three senior facility staff and a male head of service.

- Eleven females were administrators and two were secretaries, although there were three female coaching development officers and one each of service managers, site-specific facility managers, senior facility staff and generic development officers.

Satisfaction with Gender Balance in Leadership Roles within District Councils

4.4.12 Using a four-point scale (from very satisfactory to very unsatisfactory), respondents were asked to state how satisfactory they felt the current gender balance was in leadership roles in their organisation.

All the councils felt the gender balance was satisfactory – four finding it fairly satisfactory and one very satisfactory.

Four of the responses were broadly positive, commenting primarily on the equal number of males and females employed:

- "I feel that the current balance is satisfactory because there is an even balance of men to women in our sports development department and there are no differences when it comes to gender issues" [very satisfactory].

- "There is an even spread of male/female roles at different levels" [fairly satisfactory].

- "We have the sports development unit which is led by a female as is our funded community sports organisation. Furthermore, the split of responsibilities and post is pretty evenly spread between genders even in relation to the employment of casual coaching staff" [fairly satisfactory].

- "We pride ourselves in the service provision afforded to females. The recent establishment of… [our] Women's Sports Network bears testimony to this. This group is fully female with a dedicated budget. The rural women's activity programme and the co-option of some members to the full… Sports Forum are some of the group's achievements" [fairly satisfactory].

4.4.13 One response, while still generally positive, highlighted a particular area of concern for the district council.

- "Currently delivers a comprehensive programme. However, opportunities for gender specific training are limited, especially in areas where barriers to sports participation are identified" [fairly satisfactory].

4.5   Gender balance in Sports Advisory Councils in Northern Ireland

4.5.1   Only two sports advisory councils responded to the questionnaire – a response rate of 11%.

Although it is clearly difficult to draw any conclusions from this response rate, the responses are detailed in this section. A copy of the relevant questionnaire can be found in the appendix.

4.5.2   In total, the first sports advisory council that responded employed between 50 and 100 individuals[11].

Four-fifths were male (equally split between full and part-time), with the remaining 20% of females again being evenly split between full and part-timers. All employees were voluntary rather than paid.

4.5.3   Some of these employees were coaches, although the organisation did not provide details of how these were split out.

4.5.4   Seven males were employed in leadership roles as opposed to only two females.

While senior board roles were primarily taken by males, females were employed in more auxiliary board roles (e.g. secretary, administrator etc).

4.5.5   The organisation felt that the balance of males and females in their leadership roles was fairly satisfactory for the reason that "not enough women have the time to become qualified".

4.5.6   The second advisory council had between 50 and 100 staff in total, all of whom were full-time and paid. In total, 52% were male and 48% were female.

4.5.7   Although this body did not employ and coaches whatsoever, there were sixteen individuals in leadership roles, all of whom were in senior positions.

Nine of these individuals were male and seven were female.

4.5.8   This particular organisation felt that the balance of leadership roles in their organisation was fairly satisfactory for the reason that the balance was "fairly even and our [person in a senior role] is female due to her experience and ability".

Both having an equal balance and having the 'best person for the job' are therefore covered in this response.

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11   An actual number was provided – however, in the interests of confidentiality we are merely showing a range of possible responses.

4.6   Gender balance in Sports Institute of Northern Ireland

4.6.1   A questionnaire was sent to the Sports Institute of Northern Ireland (SINI) which was completed and returned by the organisation. Questions covered key aspects of gender balance in the organisation. A copy of the relevant questionnaire can be found in the appendix.

4.6.2   The Institute was asked to provide information on the number of individuals employed in the main leadership roles within the organisation and whether these individuals were male or female.

A list of appropriate leadership roles was provided and respondents were also asked to provide details with regards to other roles which may not have been covered in the list. The results are detailed below:

Institute Survey

Table 4.6.1: Composition of Institutes staff – level

Base: SINI (N = 1)

	Number of males	Number of females
Executive director	1	0
Head of high performance	1	0
Performance lifestyle manager	1	0
Performance manager – sport specific	3	0
Performance manager – generic	0	1
Strength and conditioning co-ordinator	1	0
Strength and conditioning assistant	1	0
Finance manager	1	0
Other executive board members	5	0
Total	14	1

4.6.3   Considerably more males than females were employed in leadership roles at SINI, with 14 males in leadership roles compared to 1 female.

The one leadership role in which a female was employed (generic Performance Manager) was not one of the more senior roles such as Executive Director or Head of High Performance.

4.6.4   The Institute was then asked to provide information on the main sports science and medicine leadership roles.

Institute Survey

Table 4.6.2: Composition of institutes sports science staff – level

Base: SINI (N = 1)

	Males	Females
Director/Head	0	0
Senior Scientist	2	3
Junior Scientist	2	0
Others	0	0

4.6.5   Similar numbers of males and females were employed overall (4 males compared to 3 females). All females were at senior scientist level, while half of the males were junior and half senior scientists. Information on the role of each individual is contained in the following table.

Institute Survey

Table 4.6.3: Composition of university sports science staff – role

Base: SINI (N = 1)

	Males	Females
Physiotherapist	1	0
Masseur (accredited)	1	0
Physiologist	1	0
Performance Analyst	0	1
Nutritionalist	0	2
Psychologist	1	2

4.6.6   Some differences were seen between the roles held by males and those by females, with females being employed as performance analysts, nutritionalists and psychologists – the first two of these roles not being held by any males.

While one male was also employed as a psychologist, the remaining roles held by males (physiotherapist, masseur and physiologist) were not held by any females.

4.6.7   Information on the satisfaction with this gender balance was provided by the Institute – this has been included with the responses from governing bodies to ensure anonymity.

4.7   Satisfaction with gender balance in leadership roles in Northern Ireland

4.7.1   One of the consistent questions asked of each audience related to respondent's satisfaction with the current gender balance in leadership roles in sport in Northern Ireland and their reasons for their stated level of satisfaction.

These results have been analysed in a separate section to allow comparison across each group.

Satisfaction with Gender Balance in Leadership Roles in Northern Ireland

4.7.2   Using a four-point scale (from very satisfactory to very unsatisfactory), respondents were asked to state how satisfactory they felt the current gender balance is in leadership roles in Northern Ireland as a whole.

Chart 4.7.1: Satisfaction with gender balance in leadership roles in Northern Ireland

Base: Total sample (across all surveys; N=152)
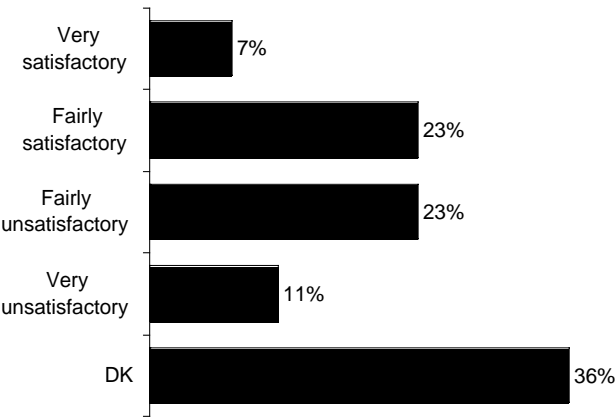
4.7.3   Just over a third of respondents (36%) stated that they did not know whether they were satisfied with the balance of men and women in leadership roles in Northern Ireland.

While 30% were satisfied (7% very satisfied and 23% fairly satisfied) a total of 34% were either fairly (23%) or very (11%) unsatisfied.

4.7.4   These results were also analysed to see if there was a correlation between respondents' satisfaction with the gender balance in Northern Ireland and their satisfaction with the gender balance in their own organisation.

Table 4.7.1: Satisfaction with gender balance in leadership roles in Northern Ireland

Base: Total sample (across all surveys)

| | Total (N = 152) | Opinion of organisation gender balance | |
		Satisfactory (N = 103)	Unsatisfactory (N = 40)
Very satisfactory	7%	10%	0%
Fairly satisfactory	23%	29%	13%
Fairly unsatisfactory	23%	15%	45%
Very unsatisfactory	11%	8%	20%
Don't know	37%	39%	20%

4.7.5   These results showed that there was some correlation between the responses for the two questions.

Only 13% of those who felt the gender balance in their own organisation was unsatisfactory said the balance in Northern Ireland as a whole was satisfactory (65% saying it was unsatisfactory).

A slightly larger proportion (23%) of those who said the balance in their own organisation was satisfactory said the balance in Northern Ireland was unsatisfactory, although more felt it was satisfactory (39%).

Reasons for Satisfaction with Gender Balance in Leadership Roles in Northern Ireland

4.7.6   The reasons given by those who felt the gender balance in Northern Ireland was satisfactory are given overleaf:

Table 4.7.2: Satisfaction with gender balance in leadership roles in Northern Ireland

Base: Very/fairly satisfied (across all surveys)

	Total (N = 45)
Satisfactory/works well	13%
Good balance/even distribution	9%
Reflects lack of female participation	9%
Balance reflects best person for the job	7%
Recent growth in females	7%
Females should have more encouragement	7%
Lack of females in most senior roles	7%
More males than females	7%
No reply	29%
Don't know	4%

4.7.7   Of those giving an explanatory comment, responses tended to be split into three different types of comments.

First there were those who felt the balance was good as there was an even balance (9%) of males and females.

Then there were those who felt that it reflected either the best person for the job 7%) or the fact that it reflected the balance of participants, either that there are more males than females (7%) or that there is a lack of female participation (9%).

Finally, there are the remaining comments which attempt to explain the relative position of females – either that there has been a positive growth in female participation, that females should have more encouragement or that there is a lack of females in the most senior roles (all 7%).

Clearly the last two comments reflect the perceived need of these respondents for there to be further steps to increase female participation in leadership roles.

4.7.8   Examples of the full responses helps to further illustrate some of the views given, as shown in the relevant sections below:

4.7.9   The first group deals with those respondents who are simply generally happy with the balance.

The first quote is particularly noticeable as the respondent assumes that there is an automatic connection between being good at a certain sport and being able to carry out a leadership role relating to that sport:

- "If females are as good as men at a particular sport their skill is recognised in office" [club]

- "Best people are appointed irrespective of gender or religion" [governing body]

- "I feel it is satisfactory because the numbers of males and females are fairly equal" [club]

- "More males compete" [club]

4.7.10   A small minority of respondents said they were satisfied as there were constraints stopping females from being involved which, presumably, they felt they could not overcome at this point in time:

- "Not enough women have the time to become qualified" [council]

- "Women not committed to the sport" [club]

4.7.11   Certain respondents stated they were satisfied because positive steps had been taken in recent years.

The last comment is particularly interesting as it suggests that once barriers have been overcome there is a change in attitude or approach:

- "In more recent years (i.e. last 2-3) with the increased number of development posts in sport and community sport being available I would perceive that there has been an increase in the number of females employed in this area. I do not think that there are enough females in positions of power within key organisations – this is still a male dominated environment. This is maybe related to a lack of suitable candidates at this level rather than an unwillingness to employ a female" [council]

- "Some good role models, e.g. Mary Peters (Olympic Champion), Margaret Johnston (World Bowls champion), Janet Gray (blind water-ski champion) and others. President of Ulster branch [of our club is]… female and other main office bearers also. I feel also that schools contribute in that both sexes involved in most sports and eventually make [their] way to leading roles" [club]

- I feel it is fairly satisfactory because all sport has become high profile in the media and generated the interest and enthusiasm of women who were hitherto apathetic or wrongly excluded" [club]

- "Most sports appear to be male orientated with concessions to women – not equality. I am manager of [team]…, organise an international women's day race and work with women. Getting support was very difficult until barriers were broken down. Now pretty good" [club]

Reasons for Dissatisfaction with Gender Balance in Leadership Roles in Northern Ireland

4.7.12 The reasons given by those who felt the gender balance in their sports was unsatisfactory are given below:

Table 4.7.3: Dissatisfaction with gender balance in leadership roles in Northern Ireland

Base: Very/fairly unsatisfied (across all surveys)

	Total (N = 51)
More males than females/too male/female dominated	35%
Historical/cultural aspect negatively affecting balance	14%
Gender balance is improving	8%
Main commercial sports are male orientated/women's sports as minor	8%
Recent growth of females	6%
Women not interested in leadership roles/don't volunteer	6%
Male sport/few females involved	4%
Female input not always welcomed	4%
Gender balance reflects wider social issues	4%
Reflects lack of female participation	4%
Lack of funding for women's sports	4%
Still have separate male and female clubs/sections	4%
Women lack confidence in these roles	4%
No reply	6%

4.7.13 Almost a third of respondents (35%) said they were dissatisfied as there were more males than females.

Interestingly, a number of respondents either highlighted the role of historical/cultural (14%) or social (4%) factors.

Other specific issues that were noted include lack of interest from females, that their input is not welcomed, they do not participate sufficiently, or their sports do not get enough funding (all 4%).

4.7.14 Examples of precise detailed comments made by respondents are shown below. The first two responses highlight the possible sexism that females in leadership or coaching can face:

- "I do feel when I go to predominantly male meetings I am ignored when I make sound recommendations" [club]

- "Too many sports are male dominated and young males do not give female coaches respect" [club]

4.7.15   A number of respondents focussed on the fact that an example was not being set by senior organisations:

- "Men are in most lead roles in sport. The chair and CEO of SCNI are male. Minister of Sport is male. CEO [at] IFA [is] male. All sports on TV [are] male. [Males] very dominant in leader roles" [community body]

- "I can think of far too many male dinosaurs in 'top' positions, I can't think of too many female leaders at all" [club]

4.7.16   Certain respondents tended to suggest that, compared to men, women were not keen to put themselves forward, with their being a particular issue in relation to confidence:

- "Because I still feel that sport is seen as a thing for men and also I feel that a lot of women don't have confidence in themselves to know if they could do as good a job if not better than men" [community body]

- "There don't appear to be enough women prepared to take on key voluntary roles" [governing body]

- "Even in [our sport] men are inclined to want to be the persons in charge" [governing body]

4.7.17   Cultural factors were also noted:

- "Reflects society and our culture. [The] perception is that men tend to be more dominant and better suited to leadership roles" [sports advisory council]

- "Historical and cultural. Ladies' sports and particularly association football has made great strides and achieved success. That success is encouraging" [club]

- "Sport wrongly perceived as male orientated" [club]

4.7.18   Various other individual reasons were noted by individuals:

- "Due to lack of encouragement at teenage years for women in sport" [community body]

- "Insufficient encouragement from mature sportswomen to bring in/retain young girls – communication could be better" [club]

- "Funding and power has always been at the male side" [club]

- "Our main commercial sports are mainly male orientated. Lack of funds driven into Ladies Major Sports Events. Lack of media interest in Ladies sport" [club]

- "I feel it is unsatisfactory because in spite of equal opportunity in all other walks of life, sport, especially bowls, still operate a ladies and gents team system (never the twain shall meet)" [club]

4.7.19   The final question on the questionnaire asked respondents what should be done to address the issues of gender representation in sport in Northern Ireland.

Table 4.7.4: Actions to address gender representation issues in Northern Ireland

Base: Total sample (across all surveys)

	Total (N = 152)
Encouragement of active participation/volunteering	6%
More training/equal training opportunities	5%
Support/encourage recruitment of female coaches	5%
Support/encourage female participation	4%
Proactive/selective recruitment of females in sport	4%
More funding/resources	3%
More research on gender representation	3%
Encourage more female participation in schools	3%
Other improvements to training courses	3%
Raise profile of female sport in the media	3%
More encouragement for males and females to be involved in sport	3%
Can do little if women not willing	3%
None/no issues	9%
Don't know	5%
No reply	36%

4.7.20   Generally responses to this question tended to fit into a number of groups.

Firstly there were those respondents who saw specific needs to encourage participation, whether a general encouragement of active participation (6%) or actions targeted to females such as generally encouraging female participation (4%), proactive recruitment of females (4%) or encouraging more female participation at schools (3%) at an early age.

The first two comments in particular illustrate the general theory behind this approach:

- "Governing bodies for each sport should encourage more female participation and this should lead to more females becoming involved at leadership level" [governing body]

- "Women should be encouraged to take up sport in greater numbers and leaders will emerge" [governing body]

- "More active recruitment drivers to get women involved and greater communication of opportunities for sport and physical activity – not just participation, but also leadership, voluntary and administrative roles" [governing body]

- "We feel that women should be encouraged at a young age and at all levels to take up positions of leadership [and that the equality agenda should be one of the main aspects of any organisation for the promotion of women in sport and leadership positions" [club]

- Females would be more assertive and encouraged from early age, i.e. primary school" [club]

4.7.21 Three responses particularly highlighted the problem of males or females dropping out of certain sports when teenagers:

- "Young females tend to 'drop out' more than males about mid-teen stage. Research necessary and perhaps some appointed body can come up with [a] plan to address this"

- "In our sport in particular boys tend to leave the sport around age 16 as the competition attire is seen to be 'feminine' and puts younger boys off joining (leotards and white trousers). They don't return to coaching" [club]

- "More needs to be done to encourage young women to get involved between ages 14-18 when they are susceptible to peer pressure etc. Involved in personal development programmes for example" [community body]

4.7.22 Secondly, there was a focus on training from those suggesting more training or equal opportunities training (5%) or other improvements to training courses (3%).

On certain occasions the financial costs of taking part in additional courses were noted.

- "Women need to be encouraged to take positions of responsibility but any new jobs being filled require training and the support of those around… Often women are not taken seriously enough and become discouraged or are frightened of being the 'first' to do something" [club]

- "Funding and resources to help pay for qualification for women" [governing body]

- "More courses at local level and times and days that suit the women" [sports advisory council]

4.7.23 Finally, there were other specific comments such as encouraging females to coach (5%), and raising the profile of female sport in the media (3%).

This also includes a number of specific suggestions relating to legislation or equal opportunities policy.

In addition, there were certain comments suggesting a need for wider societal change:

- "I feel women still have the traditional role of 'home-maker' tied to them. I also feel [that with] more women being employed   outside the home, their free time to give to voluntary organisations is more limited" [club]

- "Equal opportunities should be compulsory in sport too" [club]

- "I think legislation needs to be introduced, e.g. the equality standard for sport. The profile of jobs in sport needs to be improved also to encourage females. Equitable remuneration is also required" [governing body]

- "Promote/give more publicity to women in sports" [governing body]

- "More awareness of ladies sports. Sponsorship of major events. Proportion funding between male and female sports"

4.7.24 There were also those who did not want to see any change or were questioning or negative about certain potential approaches:

- "Don't make silly requirements about sex equality if it is not an issue" [club]

- "It is hard to find enough people to volunteer to help run amateur sports clubs – we would not have the luxury of taking measures to insist on a particular gender" [club]

- "[We] have tried various ideas but women are reluctant to take ownership of the problem" [governing body]

4.7.25 One respondent felt that there needed to be an effort to appoint the best people to the job regardless of gender:

- "Continue to appoint on the basis of best people" [governing body]

4.8   Gender balance within Sports Council Northern Ireland (SCNI).

4.8.1 Information has been provided on the basic structure and make-up of the various departments, groups and divisions within SCNI.

The table below (4.8.1) shows the number of males and females in each of the key leadership roles in SCNI.

SCNI

Table 4.8.1: Composition of SCNI staff – leadership roles

Base: **SCNI** (N = 1)

	Males	Females
Chief Executive	1	0
Directors	3	0
Heads of Department (& other senior management)	7	4
Staff managers	4	4

4.8.2 Males and females are represented to different extents at different levels of the organisation.

The most senior roles (chief executive, director Heads of Department) are more likely to be held by males than females.

There are the same number of males as females in the less senior leadership roles, namely as staff managers.

4.8.3   As with other organisations who were interviewed, Sports Council Northern Ireland were asked to say whether they were satisfied or not with the gender balance in their organisation and why.

The Sports Council Northern Ireland's reply is detailed below:

*At **SCNI** we provide support, advice and guidance to our partner organisations to ensure that more people participate in sport, and consequently, we employ key project managers and advisors to determine the best package of support available for each sport.*

***SCNI** is committed to its Equal Opportunities Employment Policy and to work-life balance.*

We are committed to achieving and providing equality of opportunity in all aspects of an individual's employment and eliminating discrimination in all its forms.

SCNI's Recruitment and Selection Policy is adhered to at all times to ensure that best practise is followed and our commitment to equal opportunities is delivered ensuring that only the best person for the post is recruited.

All our posts are advertised on our website, and in the national press. Monitoring of all recruitment and selection is carried out.

***SCNI** is committed to exploring and implementing new ways of working and family-friendly policies, and has flexible working hours, considers job share opportunities and part-time working and is looking at developing remote working to enable staff to work from home.*

4.8.4   At present, given the remit of this study, it is not possible to comment in depth on the impact or likely impact of current SCNI approaches to this issue. Detailed recommendations arising from the study as a whole are contained in the following section of the report.

5.   CONCLUSIONS AND RECOMMENDATIONS

5.1   This evaluation highlights a number of possible approaches that can be taken to address gender imbalance in sports leadership in Northern Ireland, against the background of a situation where the gender balance in sport is largely reflective of the traditional situation; whereby men hold senior positions and females take more junior roles.

In addition, the rarity of specialised senior positions suggests that sport continues as a profession in Northern Ireland; this offers the possibility of making far-reaching changes at an early stage of development.

5.2   The most important element underlying any recommendation is an understanding that there is a relationship between the gender balance of employees/members, coaches and those in leadership roles in an organisation. The primary example is that the proportion of male and female members in clubs is almost exactly the same as the proportion of male and female coaches.

Generally, few females are then seen in senior leadership roles, with females tending to outnumber men only in secretarial or administrator roles.

5.3   Comments from respondents suggest that a substantial proportion believe that leadership roles do or should mirror the membership or employees of an organisation.

Getting a balance of genders in leadership roles would therefore depend upon getting a balance of genders in participation.

5.4   This approach would necessitate undertaking considerable work to change the historical and cultural factors which have led to an imbalance in participation in many sports, e.g,

- the extent to which sport is generally seen as a 'male activity';

- media;

- finance supporting major mainly male sports and;

- the general lack of female coaches.

5.5   It should be noted, however, that this approach (which assumes that leadership roles will mirror participation levels) may ignore the extent to which minority genders in leadership roles may feel marginalised or may be kept out of the most senior roles.

5.6   The alternative approach (which was rarely mentioned explicitly by respondents) would emphasise more that there is an inter-relation between leadership roles and employees/members, so that one way of ensuring there an equal balance of members would be to ensure there is a more equal balance in terms of leadership roles. However, it must be noted that few respondents stated that they had tried this in their organisation.

The possibility that having an equal balance in leadership roles can lead to an increased membership should be examined further.

5.7   However, even if the overall proportion of females and males in leadership roles was made more equal there may be additional issues. Few organisations tended to have females in senior roles, with administrators or secretaries being the only roles in which females predominated.

This research highlights the extent to which it is not merely about ensuring females are in leadership roles, but about ensuring an equal division of the most important leadership roles.

There were suggestions (albeit by few respondents) that females in leadership roles tended to be ignored in meetings, that funding benefited male clubs and that there few of the senior positions in the most important bodies (including SCNI) were held by females.

5.8   Both approaches can be critiqued. The first can be criticised for ignoring the extent to which having an equal spread of genders among members is difficult if there are not individuals either acting as role models or pushing particular strategies at a senior level[12].

The second can be criticised for ignoring both the hypothesis that the leadership of an organisation should be in-line with its membership and the suggestion that there is a need to ensure that there is a wider cultural change relating to this issue.

5.9   Ultimately, it is likely that both approaches will need to be adopted. However, having an equal balance of males and females in sport leadership is unlikely if those in senior positions in organisations cannot be convinced of the value of having an equal balance and the possibility of achieving it.

Individuals who are difficult to persuade need, if possible, to be shown the value of achieving an equal balance of gender participation, whether in terms of increased membership or meeting equal opportunity legislation.

Case-studies can play a role as a means of disseminating this information, particularly if they include positive examples of recent change.

5.10   Positive action measures to increase female participation can be investigated, such as:

- Showing females that they can achieve in sport (whether through providing female role-models or another approach);
- Showing females interested in sport that a career in coaching is a viable option;
- Examining why females drop out of sport in general (and in particular why males drop out of participating in female sport and vice-versa);

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12   This does not ignore the extent to which certain clubs with predominantly male leaderships have genuinely tried to increase female participation (as shown in a number of earlier verbatims).

- Providing additional resources or funding for sports with a good balance of participants;

- Focus on encouraging female participation at an early age (ideally through schools), including stressing the benefits of PE in schools, and removing barriers to girls participation in sport/ PE;

- Emphasise equal employment legislation to organisations or bodies and the importance of ensuring that females are respected and listened to;

- Ensuring that senior organisations set a clear example of best practise – otherwise the advice provided by these bodies will not be trusted;

- Provide family friendly facilities and innovative activity scheduling and programmes to encourage female participation.

5.11   In order to address the issues raised in this research, there is a need to invest in delivering against strategies through programmes and interventions, which aim to promote women in sport, e.g. UK Strategy Framework for Women and Sport, Women into High Performance Coaching.

5.12   There is a suggestion that further research should be carried out to examine the possibility that having an equal balance in leadership roles can lead to an increased membership.

APPENDIX

Club version
J4032

SPORTS
COUNCIL NORTHERN IRELAND

Women in Sports Leadership – 2005

This study is being undertaken by George Street Research on behalf of **the Sports Council for Northern Ireland. Its primary purpose is to obtain information on the number of women in** sports leadership roles across various types of sporting organisation in Northern Ireland. The information gained will contribute to better planning for the future of sport in Northern Ireland.

When you have completed the questionnaire post it back in the envelope which was sent along with this questionnaire or to the address at the end of the form. All information given is confidential, will not be passed onto any third party and will be processed in accordance with the Data Protection Act 1998.

Should you prefer to complete the questionnaire using the Internet, a copy of the questionnaire can be found on http://www.surveys-online.org/clubs

We would greatly appreciate it if you could complete the questionnaire by 4th April. All completed responses will be entered into a prize draw, where your organisation could win one of three £100 sports equipment vouchers.

First of all, to help us to classify your answers, could you please provide the following details about yourself and the club you are involved with. Please write in your answers or tick the boxes as appropriate.

**Your name and address
(write in below)**

…………………………………….

…………………………………….

…………………………………….

Your postcode (write in below)

☐☐☐☐☐☐☐☐

Your telephone no (write in below)

☐☐☐☐☐☐☐☐☐☐☐

**Have you reached
Clubmark accreditation? (tick one)**
Yes ☐1
No ☐2
Don't know ☐3

Sex (tick one)
Male ☐1
Female ☐2

Name of club (write in below)

…………………………………….

Your position in club (write in below)

…………………………………….

Your e-mail address (write in below)

…………………………………….

Q1a   What is your club's main sport? **WRITE IN BELOW. PLEASE STATE WHERE APPROPRIATE WHETHER THIS IS INDOOR OR OUTDOOR OR BOTH.**

. . . .

Q1b   What other sports are played by your club? **WRITE IN BELOW. PLEASE NOTE WHETHER SPORTS ARE INDOOR, OUTDOOR OR BOTH.**

. . . .

. . . .

. . . .

The next question deals with club membership. If you do not have membership data in the required form, please provide us with any age group data that you may hold (please use back of sheet if required or attach separately).

Q2a   How many members does your club have? **WRITE IN BELOW**

. . . .

Can you tell me how many of these members are:

Q2b   Males 16 years old or over? **WRITE IN BELOW. IF NO MALES OVER 16 WRITE IN "NONE".**

. . . .

Q2c   Males under 16 years old? **WRITE IN BELOW. IF NO MALES UNDER 16 WRITE IN "NONE".**

. . . .

Q2d   Females 16 years old or over? **WRITE IN BELOW. IF NO FEMALES OVER 16 WRITE IN "NONE".**

. . . .

Q2e   Females under 16 years old? **WRITE IN BELOW. IF NO FEMALES UNDER 16 WRITE IN "NONE".**

. . . .

Q3a   Is your club affiliated to any governing bodies? **TICK ONE BOX BELOW**

Yes   ☐1
No   ☐2
Don't Know   ☐3

Q3b   If yes, which governing body (or bodies) are you affiliated to? **WRITE IN BELOW**

. . . .

Q4a Do you employ (whether paid or unpaid) any sports coaching staff? **TICK ONE BOX BELOW**

Yes ☐1 CONTINUE TO Q4b
No ☐2 SKIP TO Q5

Q4b The table below lists what we believe are the main qualification levels for coaches, and the age of any individual that they may teach. The table is also divided into two, with one section dealing with coaches who are male and one with coaches who are female. Please fill in the number of coaches you employ (paid or voluntary) in each section. For example, if you employ three female coaches who are at introductory level and teach mainly 13 to 16 year olds children at your club, enter a "3" in this box, (see example table below). It is anticipated that some coaches may teach across all ages, please however enter them in the box that refers to the age of individual they most often coach at your club. Please do not include members who have coaching qualifications but do not actually coach at your club.

EXAMPLE TABLE	Coaches who are Male			Coaches who are Female		
	Coaches 12 or under	Coaches 13-16s	Coaches 17 or over	Coaches 12 or under	Coaches 13-16s	Coaches 17 or over
Coach – unqualified						
Coach – introductory level					**3**	
Coach – level 1						
Coach – level 2						
Coach – level 3						
Coach – level 4						
Coach – other (write in)						
Coach – other (write in)						
Coach – other (write in)						

Please fill in the table below with the number in each role employed (paid or voluntary) by your club and the age group which they mostly coach.

	Coaches who are Male			Coaches who are Female		
	Coaches 12 or under	Coaches 13-16s	Coaches 17 or over	Coaches 12 or under	Coaches 13-16s	Coaches 17 or over
Coach – unqualified						
Coach – introductory level						
Coach – level 1						
Coach – level 2						
Coach – level 3						
Coach – level 4						
Coach – other (write in)						
Coach – other (write in)						
Coach – other (write in)						

Q5   The table below lists the main leadership roles we believe are appropriate for your organisation. For each leadership role, please tell me how many males and how many females are associated to your club. For example, if there is one female team captain and two male team captains, find the "team captains" row and then enter "2" in the "number of males" column and "1" in the "number of females" column.

It may be the case that there are leadership roles in your organisation that are not covered in the following list. If this is the case, write in a full title in one of the "other" rows at the end of the list. Then write in how many males and/or females are in that role.

We are aware that categories can be different across organisations and if you have any concerns about how your categories fit in please make a note on the questionnaire or call Diarmid Campbell-Jack on 0131 478 7536.

	Number of Males	Number of Females
Chair		
Treasurer		
Secretary		
Chief/Head Coach(es)		
Development Director		
Team Manager		
Team Captain		
Fixture co-ordinator		
Child Protection Officer		
Other Committee Members (write in below)		
Other Committee Members (write in below)		
Other (write in below)		
Other (write in below)		

Q6 **How satisfactory do you feel the current balance of men & women is in leadership roles in your organisation? TICK ONE BOX BELOW**

Very satisfactory	☐1	CONTINUE TO Q7
Fairly satisfactory	☐2	CONTINUE TO Q7
Fairly unsatisfactory	☐3	CONTINUE TO Q7
Very unsatisfactory	☐4	CONTINUE TO Q7
Don't know	☐5	SKIP TO Q8

Q7 Why do you feel that the current balance of men & women within sports leadership roles in your organisation is satisfactory/unsatisfactory? **WRITE IN BELOW**

Q8 **How satisfactory do you feel the current balance of men & women in leadership roles is in sport in Northern Ireland? TICK ONE BOX BELOW**

Very satisfactory	☐1	CONTINUE TO Q9
Fairly satisfactory	☐2	CONTINUE TO Q9
Fairly unsatisfactory	☐3	CONTINUE TO Q9
Very unsatisfactory	☐4	CONTINUE TO Q9
Don't know	☐5	SKIP TO Q10

Q9   Why do you feel that the current balance of men & women within sports leadership roles in sport in Northern Ireland is satisfactory/unsatisfactory? **WRITE IN BELOW.**

Q10   What particular actions (if any) do you think should be taken to address the issues in your response to Q7 & Q9 in sport in Northern Ireland? **WRITE IN BELOW**

If you have an organisational structure for your organisation, it would be most helpful if it could be sent in with the completed questionnaire. This would enable us to analyse the results in detail. Please send this, with the questionnaire, to the address below.

THANK YOU FOR YOUR KIND ASSISTANCE. The results from this survey will be available from the Sports Council Northern Ireland website at http://www.sportni.net

Please return this questionnaire to us by 4th April by using the reply-paid envelope provided. Alternatively, you can use our FREEPOST address, as follows: George Street Research Ltd, FREEPOST EH1946, EDINBURGH, EH1 0BR.

SPORTS
COUNCIL NORTHERN IRELAND

Women in Sports Leadership – 2005

This study is being undertaken by George Street Research on behalf of the Sports Council for Northern Ireland. Its primary purpose is to obtain information on the number of women in sports leadership roles across various types of sporting organisation in Northern Ireland. The information gained will contribute to better planning for the future of sport in Northern Ireland.

When you have completed the questionnaire, post it back in the envelope which was sent along with this questionnaire or to the address at the end of the form. All information given is confidential, will not be passed onto any third party and will be processed in accordance with the Data Protection Act 1998.

Should you prefer to complete the questionnaire using the Internet, a copy of the questionnaire can be found on http://www.surveys-online.org/locauths

We would greatly appreciate it if you could complete the questionnaire by 4th April.

First of all, to help us to classify your answers, could you please provide the following details about yourself and the organisation you are involved with. Please write in your answers or tick the boxes as appropriate.

Your name and address
(write in below)

……………………………………

……………………………………

……………………………………

Your postcode (write in below)

☐☐☐☐☐☐☐

Your telephone no (write in below)

☐☐☐☐☐☐☐☐☐☐☐

Your e-mail address (write in below)

……………………………………...........

Sex (tick one)
Male ☐1
Female ☐2

Name of organisation (write in below)

……………………………………...............

Your position in club (write in below)

……………………………………………

Department in which you work (write in below)

……………………………………………….

Type of organisation (tick one)

District Council

Sports Advisory Council

Other (write in below)

……………………………………...............

Q1   How many individuals in total work for your organisation (paid or voluntary) in connection with sport?
      WRITE IN. PLEASE PROVIDE AN ESTIMATE IF UNABLE TO PROVIDE EXACT FIGURE

      . . . .

Q2   Can you fill in the table below, detailing the number of individuals who work for your organisation of each gender, full-time or part-time and paid or voluntary? For example, if you employ full-time two males who are paid for their work please enter "2" in the male full-time paid box.

	Male Full-Time	Male Part-Time	Female Full-Time	Female Part-Time
Paid				
Voluntary				

Q3a   Do you employ (whether paid or voluntary) any sports coaching staff?

Yes   ☐1   CONTINUE TO Q3b
No   ☐2   SKIP TO Q4

Q3b   The table below lists what we believe are the main qualification levels for coaches, and the age of any individual that they may teach. The table is also divided into two, with one section dealing with coaches who are male and one with coaches who are female. Please fill in the number of coaches you employ (paid or voluntary) in each section. For example, if you employ three female coaches who are at introductory level and teach 13-16 year old children, enter a "3" in this box, (see example table below). It is anticipated that some coaches may teach across all ages, please however enter them in the box that refers to the age of individual they most often coach. Please note that this section should not be used to fill in details of PE teachers – details for these individuals will be filled in later.

EXAMPLE TABLE	Coaches who are Male			Coaches who are Female		
	Coaches 12 or under	Coaches 13-16s	Coaches 17 or over	Coaches 12 or under	Coaches 13-16s	Coaches 17 or over
Coach – unqualified						
Coach – introductory / level 0					3	
Coach – level 1						
Coach – level 2						
Coach – level 3						
Coach – level 4						
Coach – other (write in)						
Coach – other (write in)						
Coach – other (write in)						

Please fill in the table below with the number in each role in your organisation.

	Coaches who are Male			Coaches who are Female		
	Coaches 12 or under	Coaches 13-16s	Coaches 17 or over	Coaches 12 or under	Coaches 13-16s	Coaches 17 or over
Coach – unqualified						
Coach – introductory / level 0						
Coach – level 1						
Coach – level 2						
Coach – level 3						
Coach – level 4						
Coach – other (write in)						
Coach – other (write in)						
Coach – other (write in)						

Q4   The table below lists the main sports leadership roles we believe are appropriate for your organisation in relation specifically to sport and sporting provision (excluding the coaches noted above). For each leadership role, please tell me how many males and how many females are employed by your organisation (either in paid or voluntary positions). For example, if there are two male sports specific development officers and three females sports specific development officers, find the "sports specific development officers" row and then enter "2" in the "number of males" column and "3" in the "number of females" column.

It may be the case that there are leadership roles in your organisation that are not covered in the following list. If this is the case, write in a full title in one of the "other" rows at the end of the list. Then write in how many males and/or females are in that role.

We are aware that categories can be different across organisations and if you have any concerns about how your categories fit in please make a note on the questionnaire or call Diarmid Campbell-Jack on 0131 478 7536.

	Number of Males	Number of Females
Chair		
CEO		
Vice Chair		
Treasurer		
Secretary		
Administrator		
Heads of Service		
Service Managers		
Site-specific Facility Managers		
Senior Facility Staff		
Operations Managers		
Operational Sports Development Staff		
Managers of Sports Development Officers		
Generic Development Officers		
Sports Specific Development Officers		
Other Sports Development Officers		
Sport Leaders		
Head PE Teachers – secondary		
Head PE Teachers – other		
Youth sports co-ordination/manager		
Education Sport Development Officer		
PE Specialists within Primary Schools		
Coach Development Officers		
Health Officers		
Community Sports Development Officer		
Other Directors/Managers/Heads		
Other Elected Members		
Other Sports Volunteer representatives		
Other Education Services representatives		
Other Special Needs representatives		
Other (write in below)		
Other (write in below)		
Other (write in below)		

Q5   How satisfactory do you feel the current balance of men and women is in leadership roles in your organisation? **TICK ONE BOX BELOW**

Very satisfactory	☐1	CONTINUE TO Q6
Fairly satisfactory	☐2	CONTINUE TO Q6
Fairly unsatisfactory	☐3	CONTINUE TO Q6
Very unsatisfactory	☐4	CONTINUE TO Q6
Don't know	☐5	SKIP TO Q7

Q6   Why do you feel that the current balance of men and women within sports leadership roles in your organisation is satisfactory/unsatisfactory?

Q7   How satisfactory do you feel the current balance of men and women in leadership roles is in sport in Northern Ireland? **TICK ONE BOX BELOW.**

Very satisfactory	☐1	CONTINUE TO Q8
Fairly satisfactory	☐2	CONTINUE TO Q8
Fairly unsatisfactory	☐3	CONTINUE TO Q8
Very unsatisfactory	☐4	CONTINUE TO Q8
Don't know	☐5	SKIP TO Q9

Q8   Why do you feel that the current balance of men and women within sports leadership roles in sport in Northern Ireland is satisfactory/unsatisfactory?

Q9   What particular actions (if any) do you think should be taken to address the issues in your response to Q6 and Q8 in sport in Northern Ireland?

If you have an organisational structure for covering sports roles in your organisation, it would be most helpful if it could be sent in with the completed questionnaire. Please send, with the questionnaire, to the address below.

THANK YOU FOR YOUR KIND ASSISTANCE. The results from this survey will be available from the Sports Council Northern Ireland website at http://www.sportni.net

Please return this questionnaire to us by 4th April by using the reply-paid envelope provided.

Alternatively, you can use our FREEPOST address, as follows: George Street Research Ltd, FREEPOST EH1946, EDINBURGH, EH1 0BR

SPORTS
COUNCIL NORTHERN IRELAND

Women in Sports Leadership – 2005

This study is being undertaken by George Street Research on behalf of the Sports Council of Northern Ireland. Its primary purpose is to obtain information on the number of women in sports leadership roles across various types of sporting organisation in Northern Ireland. The information gained will contribute to better planning for the future of sport in Northern Ireland.

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Should you prefer to complete the questionnaire using the Internet, a copy of the questionnaire can be found on http://www.surveys-online.org/govbodies

We would greatly appreciate it if you could complete the questionnaire by 4th April. All completed responses will be entered into a prize draw, where your organisation could win a £100 sports equipment voucher.

First of all, to help us to classify your answers, could you please provide the following details about yourself and the organisation you are involved with. Please write in your answers or tick the boxes as appropriate.

Your name and address
(write in below)

……………………………………

……………………………………

……………………………………

Your postcode (write in below)

Your telephone no (write in below)

Your e-mail address (write in below)

……………………………………

Sex (tick one)
Male   □1
Female   □2

Name of organisation (write in below)

……………………………………............

Your position in club (write in below)

……………………………………………..

Department in which you work (write in below)

……………………………………............

Q1a   What sport(s) are covered by your organisation?

. . . .

. . . .

. . . .

Q1b   How many individuals in total work for your organisation (paid or voluntary)? **WRITE IN. PLEASE PROVIDE AN ESTIMATE IF UNABLE TO PROVIDE EXACT FIGURE**

. . . .

Q2   Can you fill in the table below, detailing the number of individuals who work for your organisation of each gender, full-time or part-time and paid or voluntary? For example, if you employ part-time two males who are paid for their work please enter "2" in the male full-time paid box.

	Male Full-Time	**Male Part-Time**	**Female Full-Time**	**Female Part-Time**
Paid				
Voluntary				

Q3   The table below lists what we believe are the main qualification levels for coaches, and the age of any individual that they may teach. The table is also divided into two, with one section dealing with coaches who are male and one with coaches who are female. Please fill in the number of coaches you employ (paid or voluntary) in each section. For example, if you employ three female coaches who are at introductory level and teach mainly children aged 13 to 16, enter a "3" in this box. This can be seen in the example table below. It is anticipated that some coaches may teach across all ages, please however enter them in the box that refers to the age of individual they most often coach.

EXAMPLE TABLE	Coaches who are Male			Coaches who are Female		
	Coaches 12 or under	Coaches 13-16s	Coaches 17s or overs	Coaches 12 or under	Coaches 13-16s	Coaches 17s or overs
Coach – unqualified						
Coach – introductory/ level 0					**3**	
Coach – level 1						
Coach – level 2						
Coach – level 3						
Coach – level 4						

Please fill in the table below with the number in each role employed (paid or voluntary) by your organisation and the age group which they mostly coach.

	Coaches who are Male			Coaches who are Female		
	Coaches 12 or under	Coaches 13-16s	Coaches 17s or overs	Coaches 12 or under	Coaches 13-16s	Coaches 17s or overs
Coach – unqualified						
Coach – introductory/ level 0						
Coach – level 1						
Coach – level 2						
Coach – level 3						
Coach – level 4						

Q4　The table below lists the main leadership roles we believe are appropriate for your organisation (excluding the coaches noted above). For each leadership role, please tell me how many males and how many females are employed by your organisation (either in paid or voluntary positions). For example, if there are two male sports specific development officers and three females sports specific development officers, find the "sports specific development officers" row and then enter "2" in the "number of males" column and "3" in the "number of females" column.

It may be the case that there are leadership roles in your organisation that are not covered in the following list. If this is the case, write in a full job title in one of the "other" rows at the end of the list. Then write in how many males and/or females are in that role.

We are aware that categories can be different across organisations and if you have any concerns about how your categories fit in please make a note on the questionnaire or call Diarmid Campbell-Jack on 0131 478 7536.

	Number of Males	Number of Fe-males
Chief Executive		
President		
President Elect		
Chair		
Vice Chair		
Treasurer		
Technical (Performance Director/Coaching)		
Secretary		
Honorary Secretary		
Membership Secretary		
Communications/Marketing		
Business Director/Convenor		
Director of Finance		
Director of Development		
Administration Manager		
Team Managers		
Umpire/Referees		
Officials		
Sports Specific Development Officers		
National Squad Manager		
Club development officer		
Coach development officer		
Youth development officer		
Other Directors (not already mentioned)		
Other Board Members (not already mentioned)		
Other (write in below)		
Other (write in below)		
Other (write in below)		

Q5 How satisfactory do you feel the current balance of men and women is in leadership roles in <u>your organisation?</u> **TICK ONE BOX BELOW.**

Very satisfactory	☐1	CONTINUE TO Q6
Fairly satisfactory	☐2	CONTINUE TO Q6
Fairly unsatisfactory	☐3	CONTINUE TO Q6
Very unsatisfactory	☐4	CONTINUE TO Q6
Don't know	☐5	SKIP TO Q7

Q6 Why do you feel that the current balance of men and women within sports leadership roles in <u>your organisation</u> is satisfactory/unsatisfactory?

Q7 How satisfactory do you feel the current balance of men and women in leadership roles is in <u>sport in Northern Ireland?</u> **TICK ONE BOX BELOW.**

Very satisfactory	☐1	CONTINUE TO Q8
Fairly satisfactory	☐2	CONTINUE TO Q8
Fairly unsatisfactory	☐3	CONTINUE TO Q8
Very unsatisfactory	☐4	CONTINUE TO Q8
Don't know	☐5	SKIP TO Q9

Q8 Why do you feel that the current balance of men and women within sports leadership roles in <u>sport in Northern Ireland</u> is satisfactory/unsatisfactory?

Q9 What particular actions (if any) do you think should be taken to address the issues in your response to Q6 and Q8 in sport in Northern Ireland?

If you have an organisational structure for covering sports roles in your organisation, it would be most helpful if it could be sent in with the completed questionnaire. Please send, with the questionnaire, to the address below.

THANK YOU FOR YOUR KIND ASSISTANCE. The results from this survey will be available from the Sports Council Northern Ireland website at http://www.sportni.net

Please return this questionnaire to us by 4th April by using the reply-paid envelope provided.

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Women in Sports Leadership – 2005

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When you have completed the questionnaire post it back by 4th April, in the envelope which was sent along with this questionnaire or to the address at the end of the form. All information given is confidential, will not be passed onto any third party and will be processed in accordance with the Date Protection Act 1998.

First of all, to help us to classify your answers, could you please provide the following details about yourself and the organisation you are involved with. Please write in your answers or tick the boxes as appropriate.

Your name and address
(write in below)

....

....

....

Your postcode (write in below)

Your telephone no (write in below)

Your e-mail address (write in below)

....

Sex (tick one)
Male ☐ 1

Female ☐ 2

Name of organisation (write n below)

....

Your position in club (write in below)

....

Department in which you work (write in below

....

Q1   How many individuals in total work for your organisation (paid or voluntary) in connection with sport?
WRITE IN

. . . .

Q1b   Can you fill in the table below, detailing the number of individuals who work for your organisation of each gender, full-time or part-time and paid or voluntary? For example, if you employ part-time two males who are paid for their work please enter "2" in the male full-time paid box.

	Male Full-Time	**Male Part-Time**	**Female Full-Time**	**Female Part-Time**
Paid				
Voluntary				

Q2   The table below lists what we believe are the main leadership levels for coaches. The table is also divided into two, with one section dealing with coaches who are male and one with coaches who are female. Please fill in the number of coaches you employ (paid or voluntary) in each section. For example, if you employ three female coaches who are at introductory level, enter a "3" in this box. This can be seen in the example table below.

EXAMPLE TABLE	Coaches who are Male	Coaches who are Female
Head of Performance		
Coach – unqualified		
Coach – introductory/ level 0		3
Coach – level 1		
Coach – level 2		
Coach – level 3		
Coach – level 4		
Coach – other (write in)		
Coach – other (write in)		
Coach – other (write in)		

Please fill in the table below with the number in each role in your organisation.

	Coaches who are Male	Coaches who are Female
Head of Performance		
Coach – unqualified		
Coach – introductory/ level 0		
Coach – level 1		
Coach – level 2		
Coach – level 3		
Coach – level 4		
Coach – other (write in)		
Coach – other (write in)		
Coach – other (write in)		

Q3a   The table below lists the main leadership roles we believe are appropriate for your organisation (excluding the coaches noted above and those involved in sports science and medicine for whom a separate table follows). For each leadership role, please tell me how many males and how many females are employed (paid or voluntary) or whose services you regularly employ. For example, if there are two male sports specific performance managers and three female sports specific performance managers, find the "sports specific performance manager" row and then enter "2" in the "number of males" column and "3" in the "number of females" column.

It may be the case that there are leadership roles in your organisation that are not covered in the following list. If this is the case, write in a full title in one of the "other" rows at the end of the list. Then write in how many males and/or females are in that role.

Please note that sports science and strength and conditioning positions are addressed in more detail on the next page.

We are aware that categories can be different across organisations and if you have any concerns about how your categories fit in please make a note on the questionnaire or call Diarmid Campbell-Jack on 0131 478 7536.

	Number of Males	Number of Females
Executive Director		
Head of High Performance		
Performance Lifestyle Manager		
Performance Manager – sport specific		
Performance Manager – generic		
Strength and Conditioning Co-ordinator		
Strength and Conditioning Assistant		
Strength and Conditioning – other (write below)		
Finance Manager		
Sports Medicine Manager		
Other Executive Board Members		
Other Management Board Members		
Other (write below)		
Other (write below)		
Other (write below)		

Q3b   The table below lists (in rows) the main leadership roles we believe are found (within universities) in relation specifically to sports science and medicine. The table is also divided into two main sections, one for male employees and one for female employees, with further sub-divisions according to the level of seniority of each individual. Again, for each leadership role, please tell me how many males and how many females are employed (paid or voluntary) or whose services you regularly employ. The table below illustrates how the table would be filled in should your organisation employ one male physiotherapist who is a senior scientist.

It may be the case that there are leadership roles in your organisation that are not covered in the following list. If this is the case, write in a full title in one of the "other" rows at the end of the list. Then write in how many males and/or females are occupied in that role.

<table>
<tr><td rowspan="2">EXAMPLE TABLE</td><td colspan="4">Number of Males</td><td colspan="4">Number of Females</td></tr>
<tr><td>Director/ Head</td><td>Senior scientist</td><td>Junior scientist</td><td>Other</td><td>Director/ Head</td><td>Senior scientist</td><td>Junior scientist</td><td>Other</td></tr>
<tr><td>Physiotherapist</td><td></td><td>1</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Masseur (accredited)</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
</table>

Please fill in the table below with the number in each role in your organisation.

	Number of Males				Number of Females			
	Director/ Head	Senior scientist	Junior scientist	Other	Director/ Head	Senior scientist	Junior scientist	Other
Physiotherapist								
Masseur (accredited)								
Physiologist								
Performance Analyst								
Nutritionalist								
Psychologist								
Other (write in below)								
Other (write in below)								
Other (write in below)								

Q4   How satisfactory do you feel the current balance of men and women is in leadership roles in your organisation? **TICK ONE BOX BELOW**

Very satisfactory   ☐1   CONTINUE TO Q5

Fairly satisfactory   ☐2   CONTINUE TO Q5

Fairly unsatisfactory   ☐3   CONTINUE TO Q5

Very unsatisfactory   ☐4   CONTINUE TO Q5

Don't know   ☐5   SKIP TO Q6

Q5   Why do you feel that the current balance of men and women within sports leadership roles in <u>your organisation</u> is satisfactory/unsatisfactory?

Q6   How satisfactory do you feel the current balance of men and women in leadership roles is in <u>sport in Northern Ireland?</u> **TICK ONE BOX BELOW.**

Very satisfactory   ☐1   CONTINUE TO Q7

Fairly satisfactory   ☐2   CONTINUE TO Q7

Fairly unsatisfactory   ☐3   CONTINUE TO Q7

Very unsatisfactory   ☐4   CONTINUE TO Q7

Don't know   ☐5   SKIP TO Q8

Q7   Why do you feel that the current balance of men and women within sports leadership roles in <u>sport in Northern Ireland</u> is satisfactory/unsatisfactory?

Q8   What particular actions (if any) do you think should be taken to address the issues in your response to Q5 and Q7 in sport in Northern Ireland?

If you have an organisational structure for covering sports roles in your organisation, it would be most helpful if it could be sent in with the completed questionnaire. Please send, with the questionnaire, to the address below.

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Community/Voluntary groups J4032

Women in Sports Leadership – 2005

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We would greatly appreciate it if you could complete the questionnaire by 4th April. All completed responses will be entered into a prize draw, where your organisation could win a £100 sports equipment voucher.

First of all, to help us to classify your answers, could you please provide the following details about yourself and the organisation you are involved with. Please write in your answers or tick the boxes as appropriate.

Your name and address
(write in below)

……………………………………….

……………………………………….

……………………………………….

Your postcode (write in below)

Your telephone no (write in below)

Your e-mail address (write in below)

……………………………………….

Sex (tick one)
Male   ☐1
Female   ☐2

Name of organisation (write in below)

……………………………………............

Your position in club (write in below)

………………………………………………

Department in which you work (write in below)

………………………………………............

Q1 How many individuals in total work for your organisation (paid or voluntary) in connection with sport? **WRITE IN. PLEASE PROVIDE AN ESTIMATE IF UNABLE TO PROVIDE EXACT FIGURE**

. . . .

Q2 Can you fill in the table below, detailing the number of individuals who work for your organisation of each gender, full-time or part-time and paid or voluntary? For example, if you employ full-time two males who are paid for their work please enter "2" in the male full-time paid box.

	Male Full-Time	**Male Part-Time**	**Female Full-Time**	**Female Part-Time**
Paid				
Voluntary				

Q3a Do you employ (whether paid or voluntary) any sports coaching staff?

Yes ☐1 CONTINUE TO Q3b

No ☐2 SKIP TO Q4

Q3b The table below lists what we believe are the main qualification levels for coaches, and the age of any individual that they may teach. The table is also divided into two, with one section dealing with coaches who are male and one with coaches who are female. Please fill in the number of coaches you employ (paid or voluntary) in each section. For example, if you employ three female coaches who are at introductory level and teach 13-16 year old children, enter a "3" in this box, (see example table below). It is anticipated that some coaches may teach across all ages, please however enter them in the box that refers to the age of individual they most often coach. Please note that this section should not be used to fill in details of PE teachers – details for these individuals will be filled in later.

	EXAMPLE TABLE	Coaches who are Male			Coaches who are Female		
		Coaches 12 or under	Coaches 13-16s	Coaches 17 or over	Coaches 12 or under	Coaches 13-16s	Coaches 17 or over
Coach – unqualified							
Coach – introductory / level 0						3	
Coach – level 1							
Coach – level 2							
Coach – level 3							
Coach – level 4							
Coach – other (write in)							
Coach – other (write in)							
Coach – other (write in)							

Please fill in the table below with the number in each role in your organisation.

	Coaches who are Male			Coaches who are Female		
	Coaches 12 or under	Coaches 13-16s	Coaches 17 or over	Coaches 12 or under	Coaches 13-16s	Coaches 17 or over
Coach – unqualified						
Coach – introductory / level 0						
Coach – level 1						
Coach – level 2						
Coach – level 3						
Coach – level 4						
Coach – other (write in)						
Coach – other (write in)						
Coach – other (write in)						

Q4   The table below lists the main sports leadership roles we believe are appropriate for your organisation in relation specifically to sport and sporting provision (excluding the coaches noted above). For each leadership role, please tell me how many males and how many females are employed by your organisation (either in paid or voluntary positions). For example, if there are two male sports specific development officers and three females sports specific development officers, find the "sports specific development officers" row and then enter "2" in the "number of males" column and "3" in the "number of females" column.

It may be the case that there are leadership roles in your organisation that are not covered in the following list. If this is the case, write in a full title in one of the "other" rows at the end of the list. Then write in how many males and/or females are in that role.

We are aware that categories can be different across organisations and if you have any concerns about how your categories fit in please make a note on the questionnaire or call Diarmid Campbell-Jack on 0131 478 7536.

	Number of Males	Number of Females
Chair		
CEO		
Vice Chair		
Treasurer		
Secretary		
Administrator		
Heads of Service		
Service Managers		
Site-specific Facility Managers		
Senior Facility Staff		
Operations Managers		
Operational Sports Development Staff		
Managers of Sports Development Officers		
Generic Development Officers		
Sports Specific Development Officers		
Other Sports Development Officers		
Sport Leaders		
Head PE Teachers – secondary		
Head PE Teachers – other		
Youth sports co-ordination/manager		
Education Sport Development Officer		
PE Specialists within Primary Schools		
Coach Development Officers		
Health Officers		
Community Sports Development Officer		
Other Directors/Managers/Heads		
Other Elected Members		
Other Sports Volunteer representatives		
Other Education Services representatives		
Other Special Needs representatives		
Other (write in below)		
Other (write in below)		
Other (write in below)		

Q5 How satisfactory do you feel the current balance of men and women in leadership roles in your organisation? TICK ONE BOX BELOW

Very satisfactory	☐1	CONTINUE TO Q6
Fairly satisfactory	☐2	CONTINUE TO Q6
Fairly unsatisfactory	☐3	CONTINUE TO Q6
Very unsatisfactory	☐4	CONTINUE TO Q6
Don't know	☐5	SKIP TO Q7

Q6 Why do you feel that the current balance of men and women within sports leadership roles in your organisation is satisfactory/unsatisfactory?

Q7 How satisfactory do you feel the current balance of men and women in leadership roles is in sport in Northern Ireland? **TICK ONE BOX BELOW.**

Very satisfactory	☐1	CONTINUE TO Q8
Fairly satisfactory	☐2	CONTINUE TO Q8
Fairly unsatisfactory	☐3	CONTINUE TO Q8
Very unsatisfactory	☐4	CONTINUE TO Q8
Don't know	☐5	SKIP TO Q9

Q8 Why do you feel that the current balance of men and women within sports leadership roles in sport in Northern Ireland is satisfactory/unsatisfactory?

Q9 What particular actions (if any) do you think should be taken to address the issues in your response to Q6 and Q8 in sport in Northern Ireland?

If you have an organisational structure for covering sports roles in your organisation, it would be most helpful if it could be sent in with the completed questionnaire. Please send, with the questionnaire, to the address below.

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A copy of the full Research Report is available from our website at www.sportni.net, by telephone to 028 9038 1222 or email info@sportni.net.

This document is available in other accessible formats on request and on line at www.sportni.net

SPORTS

COUNCIL NORTHERN IRELAND

www.sportni.net