



Sport Policy Factors
Leading To International
Sporting Success:
**An audit of the elite
sport development
system in Northern
Ireland**

SPLISS **SPORT**
Northern Ireland



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INTERNATIONAL
SPORTING SUCCESS



Introduction



Introduction

Over the last few years national sports organisations and governments throughout the world have committed increasing amounts of money to elite sport in an attempt to win medals in major international competitions. As nations have engaged in a power struggle to achieve international success, their elite sport systems appear to have become increasingly homogeneous and more than ever are based around a single elite sports development model (Oakley and Green, 2001a, 2001b; Clumpner, 1994).

The strategic investment in elite sport systems to deliver international sporting success has been referred to as the “global sporting arms race” by Oakley and Green (2001b). This said, the study of elite sport systems is still relatively new and only in 2002 did De Bosscher et al. begin research aimed at increasing the knowledge base around the optimum strategy for delivering international sporting success. The study collected information from six nations to establish whether comparable data were available to develop a model to compare elite sport management systems on a like for like basis.

In 2006, the international comparative research of six nations was presented under the banner of ‘SPLISS’ (Sport Policy factors Leading to International Sporting Success). In 2010 a second SPLISS study was launched involving 16 nations of which Northern Ireland is one of the new members of the consortium. The original SPLISS research identified nine key sport policy factors or ‘pillars’ and these are presented in the analytical model illustrated in Figure 1. The model adopts an athlete centred approach in trying to conceptualise:

“How should elite sport policies function so that elite athletes can train and perform in optimal circumstances at each stage of their careers, with access to good facilities, surrounded by high quality coaches and medical support.”
(De Bosscher et al., 2008, p.23)

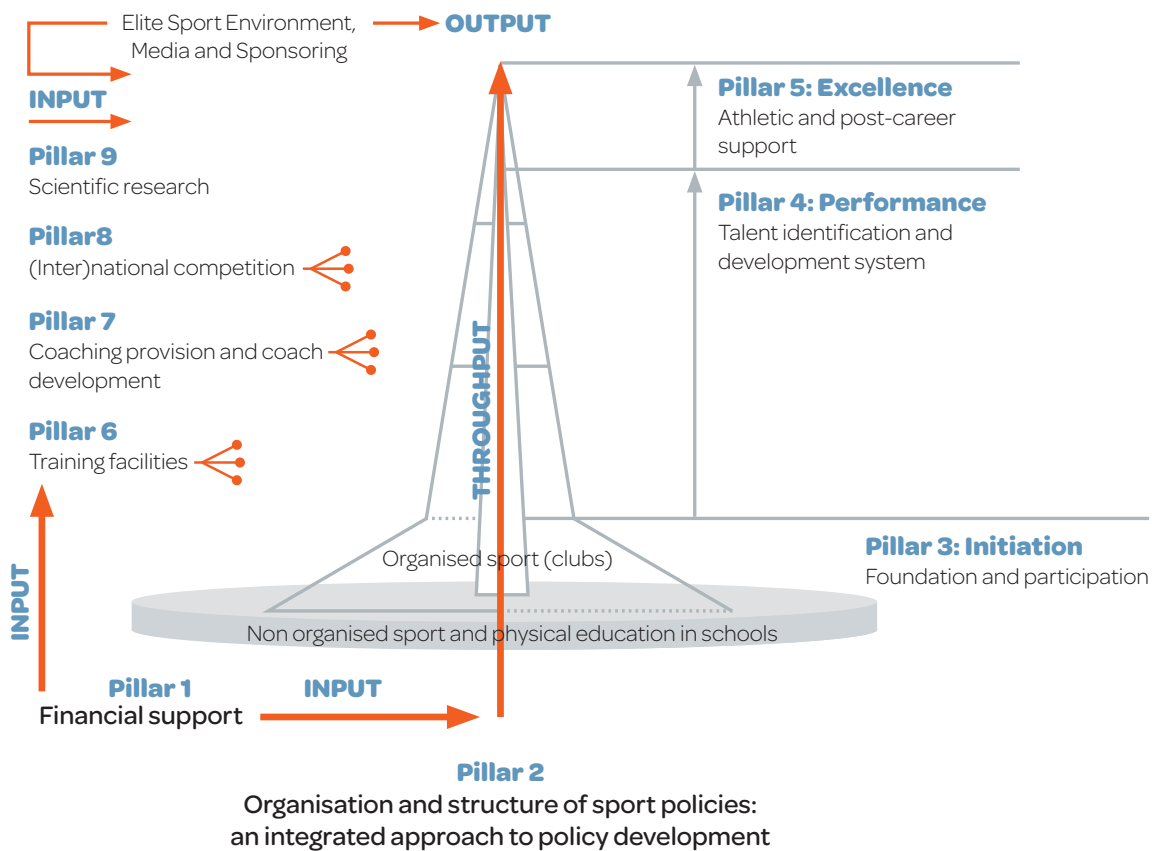
In order to make an assessment of the elite sports climate in Northern Ireland, relevant data are presented in this document which relate to the nine SPLISS pillars. In assessing Northern Ireland’s competitive position, more than 100 critical success factors (CSFs) are considered across the nine pillars:

- 1. Financial support**
- 2. An integrated approach to policy development**
- 3. Participation in sport**
- 4. Talent identification and development system**
- 5. Athletic and post career support**
- 6. Training facilities**
- 7. Coaching provision and coach development**
- 8. (Inter)national competition**
- 9. Scientific research and innovation**

Each pillar is considered in relation to the various CSFs using question templates that have been developed from the original SPLISS pilot study. These templates have been successful in enabling meaningful comparisons to be made across elite sport systems in different nations.

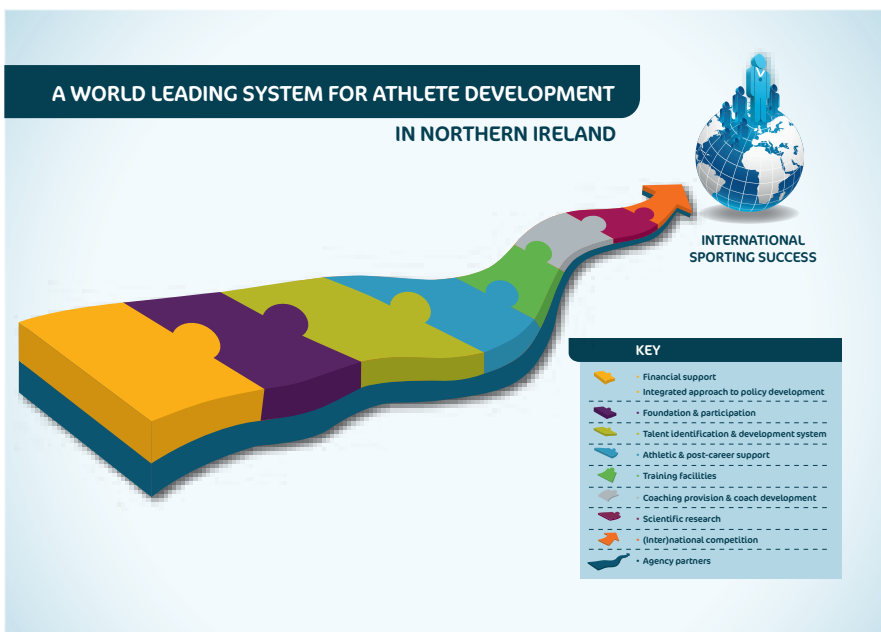
At this point it should be noted that in 2010-11, Sport Northern Ireland (Sport NI) adopted and adapted the SPLISS analytical model (Figure 1) to present a 'road map' for international sporting success. The revised model, illustrated in Figure 2, includes the nine SPLISS pillars and presents a world leading system for athlete development in Northern Ireland.

Figure 1: SPLISS Analytical Model



De Bosscher et al. (2006)

Figure 2: World Leading System for Athlete Development in Northern Ireland



Methods

The data for these CSFs were collected via extended interviews with key personnel from Sport NI and the Sports Institute Northern Ireland (SINI) using the SPLISS question templates for each of the nine pillars. The interviews were recorded and transcribed to create a coherent response to the questions in each CSF. In addition, interview responses to the nine pillars were developed further by reference to key strategy documents and by cross referencing to answers from other pillars. The responses to each pillar were checked for accuracy prior to their wider dissemination in order to ensure that the research team

had interpreted the comments of Sport NI and SINI officers accurately. Collectively the research contributions of senior officers within elite sport in Northern Ireland represent a form of self-assessment against the CSFs and their component parts.

Figure 3 indicates the officers who were interviewed and the strategy documents and other publications that were used to inform the responses to each pillar. Note also that postal and online surveys of Northern Ireland's elite athletes, coaches and Performance Directors provided elements of the data across the nine pillars.

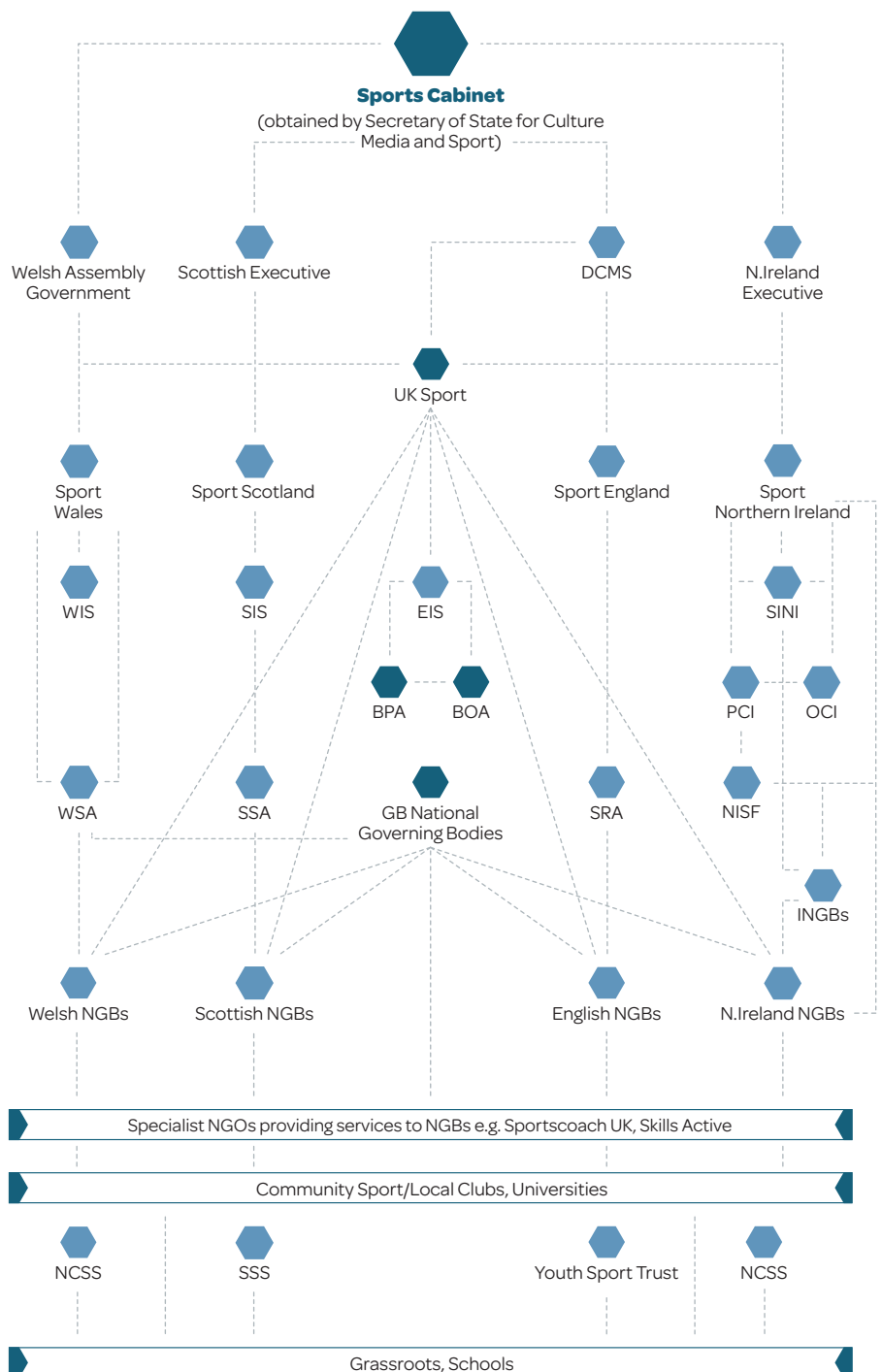
Figure 3: Interview Consultees and Sources of Supporting Information

| | Pillar | Interviewees (Sport NI unless stated) | Documentation and Reference Points |
|----------|---|--|--|
| 1 | Financial support for sport and elite contents | <ul style="list-style-type: none"> • Paul Donnelly (Policy, Planning and Research Manager) • Jamie Uprichard (Business Information Analyst) | <ul style="list-style-type: none"> • Data from Sport NI's Accounting system and the Grants Management Information system ('GIFTS') |
| 2 | An integrated approach to policy development | <ul style="list-style-type: none"> • Paul Donnelly (Policy, Planning and Research Manager) • Dr Shaun Ogle (Director of Performance Sport and Executive Director of SINI) • Jill Poots (Performance Sport Manager) | <ul style="list-style-type: none"> • Sport Matters: The Northern Ireland Strategy for Sport and Physical Recreation, 2009-2019 |
| 3 | Participation in sport | <ul style="list-style-type: none"> • Paul Donnelly (Policy, Planning and Research Manager) • Nick Harkness (Director of Participation and Facilities) • John News (Community Sport Manager) | <ul style="list-style-type: none"> • Sport Matters: The Northern Ireland Strategy for Sport and Physical Recreation, 2009-2019 • Sport NI Talent Framework 2010-2013 • Clubmark NI Resource Pack • Young Persons' Behaviour and Attitude Survey in 2007 and 2010 (YPBAS) • The Northern Ireland Continuous Household Survey (CHS) • The Northern Ireland Sport and Physical Activity Survey 2010 (SAPAS) |
| 4 | Talent identification and development system | <ul style="list-style-type: none"> • Leslie Dewart (Talent ID Officer) • Robin Gregg (Talent Systems Manager) • Jamie Uprichard (Business Information Analyst) | <ul style="list-style-type: none"> • Sport NI Performance Focus 2013-2017: Talent System Self-Evaluation Framework • Sport NI Talent Framework 2010-2013 |
| 5 | Athletic and post career support | <ul style="list-style-type: none"> • Peter McCabe (Athlete Services Manager, SINI) • Jill Poots (Performance Sport Manager) | <ul style="list-style-type: none"> • Athlete Investment Programme Living Costs Guidance Document and Application Form |
| 6 | Training facilities | <ul style="list-style-type: none"> • Edel Cosgrove (Policy, Planning and Research Assistant) • Nick Harkness (Director of Participation and Facilities) • Peter McCabe (Athlete Services Manager, SINI) • Stephen McIlveen (Development Officer - Facilities) • Paul Scott (Facilities Manager) | <ul style="list-style-type: none"> • Active Places NI • Active Places Research Report, Bridging the Gap, 2009 • Elite Facilities Programme • Sport NI - Athlete Support Programme, Athletes' Feedback Survey 2009 |
| 7 | Coaching provision and coach development | <ul style="list-style-type: none"> • Robin Gregg (Talent Systems Manager) • David Smyth (Coach Education and Development Consultant) | <ul style="list-style-type: none"> • Practitioner Development Programme (PDP) |
| 8 | (Inter)national competition | <ul style="list-style-type: none"> • Paul Donnelly (Policy, Planning and Research Manager) • Jill Poots (Performance Sport Manager) | <ul style="list-style-type: none"> • Sport Matters: The Northern Ireland Strategy for Sport and Physical Recreation, 2009-2019 |
| 9 | Scientific research and innovation | <ul style="list-style-type: none"> • Peter McCabe (Athlete Services Manager, SINI) | <ul style="list-style-type: none"> • Athlete Investment Programme Living Costs Guidance Document and Application Form |

The Structure of Sport in the UK/Northern Ireland

Before examining each of the nine pillars in detail, we first consider the structure of sport in the UK and Northern Ireland to set a context for the discussion around the various pillars, notably Pillar 2. The sporting landscape in the UK is complex and Figure 4 actually represents something of a simplification as far as Northern Ireland is concerned. Although Northern Ireland is part of the UK, its athletes have the choice of competing for either the UK or the Republic of Ireland (ROI). Northern Ireland tends to compete in international competition in its own right, in Association Football as well as in the Commonwealth Games, which are held every four years. At all other times, Northern Ireland athletes will compete as part of either UK or ROI teams. Missing from Figure 4 is a link to the Irish Sports Council (ISC) and the Irish Institute of Sport, the ROI equivalents of Sport NI and SINI respectively. Despite the complex nature of sport in Northern Ireland, this document has been produced explicitly from a Northern Ireland perspective.

Figure 4: The Structure of Sport in the UK



- BOA - British Olympic Association
- BPA - British Paralympic Association
- DCMS - Department for Culture, Media and Sport
- EIS - English Institute of Sport
- INGBs - Irish National Governing Bodies
- NCSS - National Council for School Sports
- NGOs - Non-Governmental Organisations
- NISF - Northern Ireland Sports Forum
- OCI - Olympic Council of Ireland
- PCI Paralympic Council of Ireland
- SINI - Sports Institute Northern Ireland
- SIS - Scottish Institute of Sport
- SRA - Sport and Recreation Alliance
- SSA - Scottish Sports Association
- SSS - Scottish Student Sport
- WIS - Welsh Institute of Sport
- WSA - Welsh Sports Association

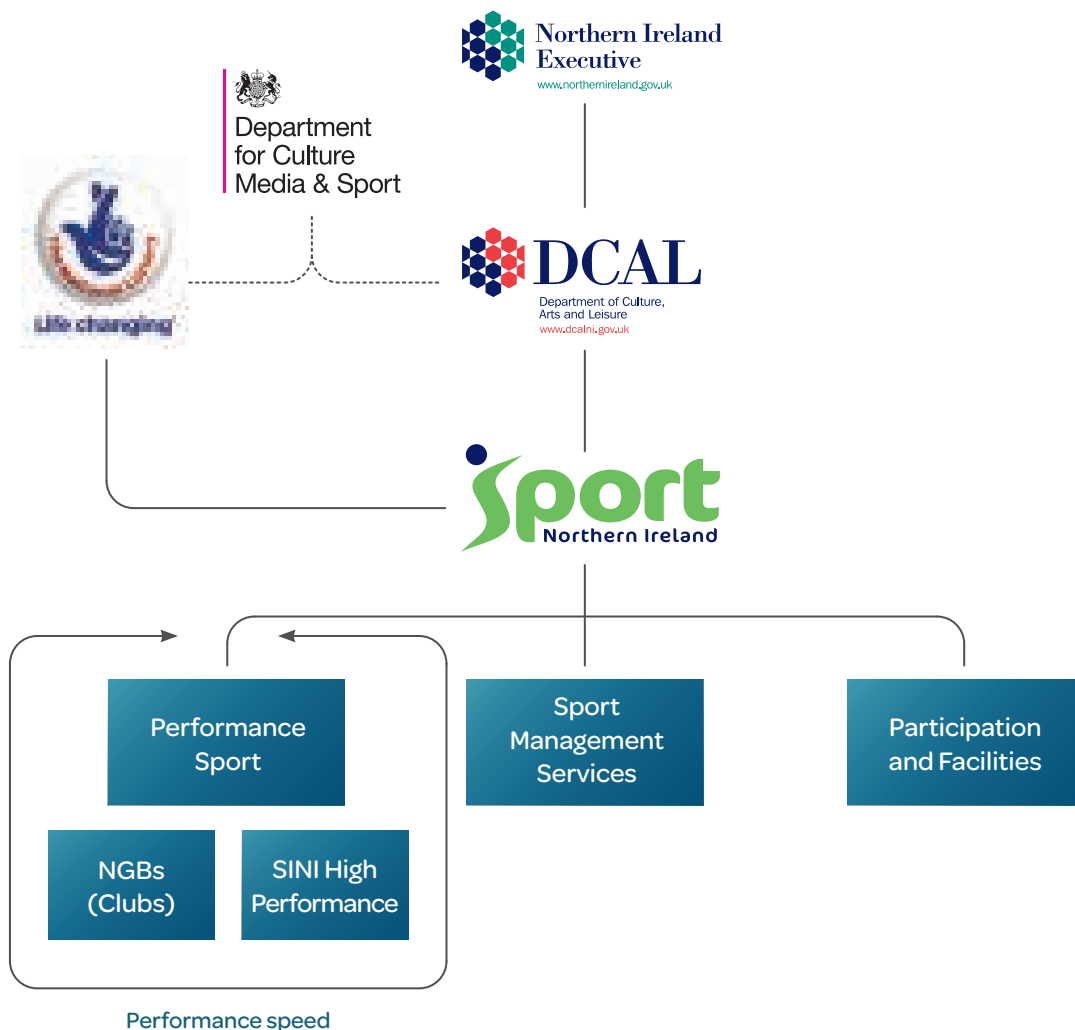
Within Northern Ireland, Sport NI receives its revenue and capital funding from the Northern Ireland Executive via the Department for Culture, Arts and Leisure (DCAL). It also receives National Lottery funding via a share of the 'money for good causes'. This National Lottery is organised at a UK level with Northern Ireland receiving its share based on its proportion of the population in the UK.

Figure 5 provides an outline of how Sport NI is structured and illustrates how

Performance Sport is separated out as a discrete area of the organisation's remit. Sport NI is the sole revenue funder of SINI and has strong representation on SINI's board. Within Sport NI and SINI there are around 40 FTE staff with a responsibility for elite sport only. Of the 40 full-time staff, three are concerned with coach and elite coach development; two are responsible for talent identification and development; and there is one person responsible for branding and communications.

Having contextualised the structure of sport in Northern Ireland, some of the key moments in history which shaped the current elite sport policy in the Province are now considered; these include three major political events. First the establishment of a UK-wide National Lottery in 1994, via which sport was recognised as a 'good cause', created the conditions whereby the funding for sport has increased dramatically. Second, following the Good Friday Agreement in Northern

Figure 5: Outline of Sport NI structure



Ireland there has been a degree of political devolution to Northern Ireland notably the setting up of the Northern Ireland Executive and its various departments. One of these departments is DCAL, which has responsibility for sport. Third, the establishment of National Institutes for Sport in the four home nations (a legacy of former Prime Minister John Major) is also seen as an important political event. SINI is a direct outcome of this process and was developed in 2002 to help build a world leading sport system for Northern Ireland.

Apart from the political events referred to previously, Northern Ireland's worst ever performance at the Melbourne Commonwealth Games in 2006 was a 'focusing event' and led to greater prioritisation of policy around sport generally, which ultimately resulted in increased government investment in elite sport specifically.

Relative to other nations, Northern Ireland's elite sport development system is in its infancy. As a result now is an opportune time to take stock of where the nation is and how it compares with others. This report tackles the first of these issues, documenting where Northern Ireland is now. We bring together in one place the key data for the nine pillars and present it on behalf of the elite sport community in Northern Ireland. It is significant to note that this data was not available from a single source and came from inside the heads of the consultees, the policy documents reviewed, and the answers to the surveys given by athletes, coaches and Performance Directors.

In the second phase of the research, the findings for Northern Ireland will be benchmarked against the other contributing nations (e.g. Australia, Belgium, Finland, and France) to assess how the nation compares with practice elsewhere in the world. By taking part in this type of process, stakeholders in the elite sport development system in Northern Ireland can, where necessary, develop the system to ensure that it is at the cutting edge of best practice internationally.

We now commence the overview of the elite sport system with Pillar 1, which examines the financial support it receives.

Pillar One



Pillar One

Financial Support for Sport and Elite Sport

Pillar 1 is concerned with measuring the financial support made by nations in sport generally and elite sport specifically. Pillar 1 can be said to be the 'input' pillar as financial resources provide the basis for the extent to which the remaining eight 'process' pillars can be implemented.

Making transnational comparisons of expenditure on sport is fraught with difficulty as definitions and delivery mechanisms vary from nation to nation. To enable meaningful like for like comparisons between nations Pillar 1 examines public expenditure on sport at national level, by which we mean expenditure by central government and/or national lotteries. We acknowledge that within a UK context the majority of expenditure on sport is made by local government. However data of this type is not available in a truly comparable form on a transnational basis. The vast majority of funding for elite sport tends to be derived from central government or national lotteries and it is the quantification of this data that is most important for Pillar 1.

In Pillar 1 we aim to provide answers to four key statements:

1. There is sufficient national level financial support for sport generally.
2. There is sufficient national level financial support for elite sport specifically.
3. There is sufficient financial support for sport generally from collective sources nationally through sport governing bodies and/or sport clubs.
4. There is sufficient financial support for elite sport specifically from collective sources nationally through sport governing bodies and/or sport clubs.

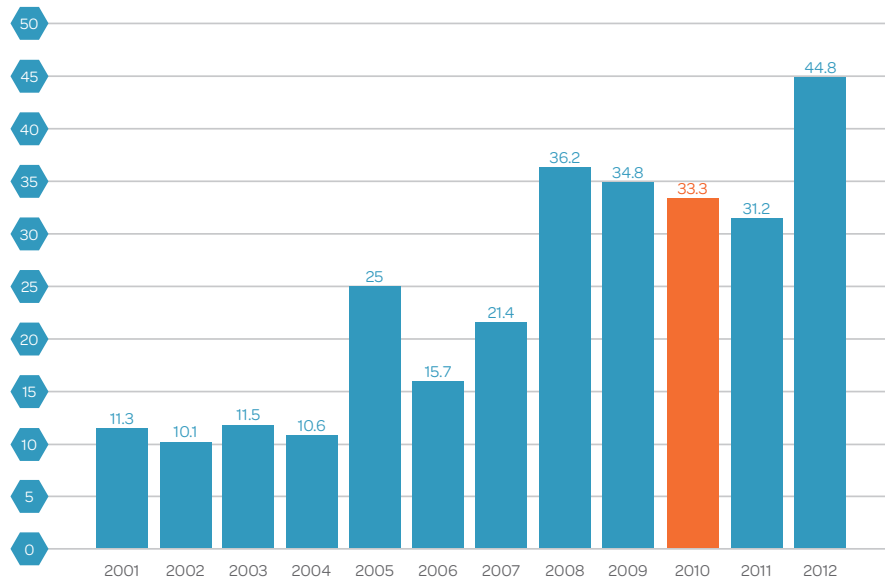


1.1. CSF 1. There is sufficient national level financial support for sport generally

In the financial year ended 31 March 2010 the expenditure on sport generally in Northern Ireland from the Northern Ireland Executive and the UK-wide National Lottery was £33.3m. This is a sum that has risen considerably since the baseline year of 2001 and will rise again into 2012 as shown in Figure 6¹.

Between 2001 and 2010 there has been a near 300% increase in funding for sport in Northern Ireland from £11.3m to £33.3m. Included within this figure for 2010 (highlighted in red) is £12.0m for renovation and construction of sport facilities, £66,000 for the support of major sport events, and £1.3m paid for sports coaches through District Councils.

Figure 6: Funding for Sport Generally in Northern Ireland from Central Sources



Of the £33.3m provided for sport in 2010, £11.5m (35%) was allocated to elite sport purposes and the remaining £21.8m (65%) was allocated to non-elite expenditure and capital investments. To put the central government and

Lottery funding of sport in Northern Ireland into perspective, it is worth noting that the total government budget is £8,972.4m. An investment of £33.3m into sport equates to 0.37% of total government expenditure.

¹ These figures were drawn from Sport NI's Corporate Plan for the period 2011-2015. It is highly likely that sums indicated will change significantly in response to robust reviews of government expenditure in the current economic climate.

1.2. CSF 2. There is sufficient national level financial support for elite sport specifically

In the financial year ended 31 March 2010 the expenditure on elite sport specifically in Northern Ireland from the Northern Ireland Executive and the UK-wide National Lottery was £11.5m. This is a sum that has risen considerably since the baseline year of 2001 as shown in Figure 6. This illustrates that funding for elite sport in Northern Ireland grew progressively from £2.0m in 2001 to £6.7m in 2006. This was the same year as the perceived poor performance in the Melbourne Commonwealth Games which led to the Melbourne Review and ultimately a step change in funding for elite sport thereafter. The elite sport budget of £11.5m in 2010 was contributed primarily by central government (£8.5m, 74%) with the remaining £3.0m (26%) coming from the National Lottery. The elite sport funding budget is spent primarily on non-disabled sport with some £129,221 (1%) spent on disability sport in 2010.

Figure 7: Funding for Elite Sport Specifically in Northern Ireland from Central Sources

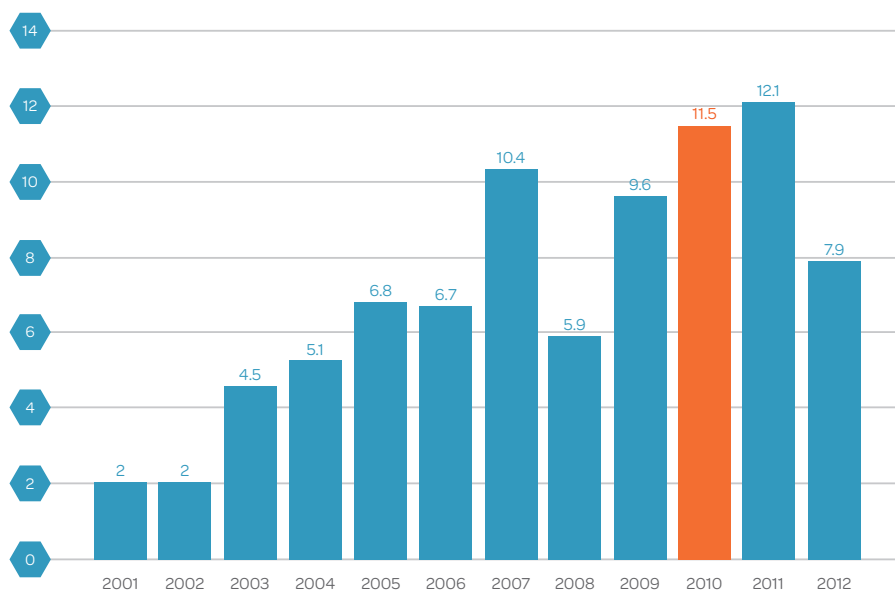
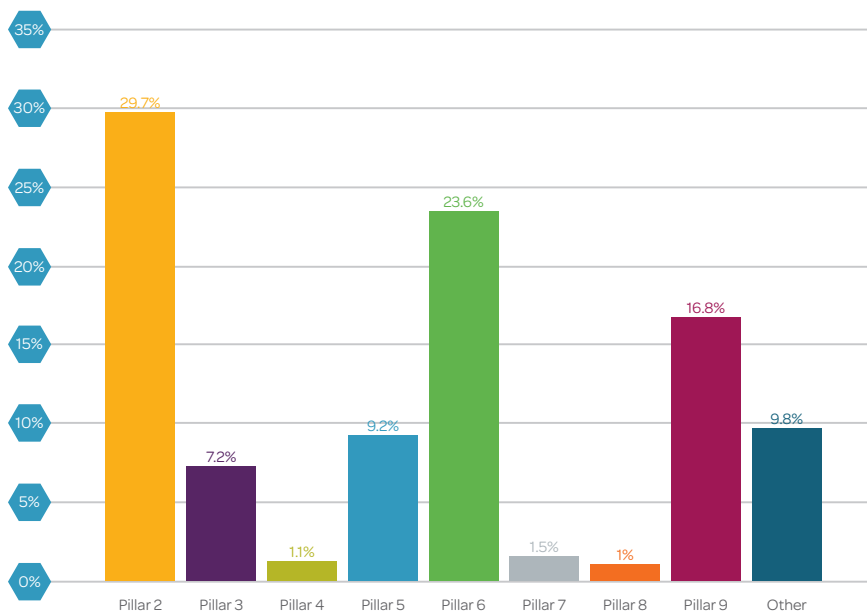


Figure 8: The Proportion of the Elite Sport Budget Spent on the Eight Process Pillars



In terms of the eight process pillars, approximate data for how the elite sport budget in Northern Ireland is spent is shown in Figure 8.

In 2010-11, more than half of the elite sport budget is spent on two pillars: first Pillar 2 (governing bodies funding for elite support) 29.7%; and, second, Pillar 6 (elite sport training facilities) 23.6%². By contrast, relatively modest amounts are spent on Pillar 4 (talent identification and development) 1.1%; Pillar 7 (wages and salaries for elite sport coaches) 1.5%; and Pillar 8 (the organisation of elite sports events) 1.0%.

The role of National Lottery funding to sport generally and elite sport specifically in Northern Ireland should not be under

estimated. In the financial year ended 31 March 2011 the UK National Lottery contributed £283m to sport of which Sport NI received £6.8m. National Lottery funding is allocated to the four home nations on a per capita basis and Northern Ireland is home to 1.7m people (or 2.7% of the UK population) and therefore receives around 2.7% of the funds raised for sport. During 2010-11, Sport NI made investments totalling £7.4m from its National Lottery accounts.

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² The proportion of funding spent on facilities is atypical and reflects the investment in Northern Ireland's first ever 50m swimming pool which was under construction during the research period.



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1.3. CSF 3. There is sufficient financial support for sport generally from collective sources nationally through sport governing bodies and/or sport clubs

In 2010-11, Sport NI funded 42 governing bodies for the development of their respective sports and during this time it was estimated that some £4.2m was distributed for this purpose. In addition, funding was also made available to sports clubs and in 2010-11 £10.4m was distributed to 279 clubs and community organisations. Sports clubs are funded primarily to increase participation in their respective sport and to a lesser extent to improve systems for athlete development and governance.

1.4. CSF 4. There is sufficient financial support for elite sport specifically from collective sources nationally through sport governing bodies and/or sport clubs

Although 42 sports received funding, the number of sports funded for elite sport purposes is lower at 28. These sports can be divided into three groups:

1. Summer and winter Olympic/ Paralympic sports.
2. Commonwealth sports (where these are not Olympic/Paralympic sports, for example lawn bowls).
3. 'Culturally significant' sports such as popular professional sports (football, rugby) and indigenous sports such as Gaelic games.

The Olympic/Paralympic sports received 68% of the funding for elite sport with the remaining 32% allocated to 'culturally significant' sports. In 2010-11, the amount of funding made to the 28 governing bodies which were funded for elite sport was £2.6m and most of this (£2.4m, 92%) was spent on current and forthcoming (golf and rugby) summer Olympic sports as shown in Figure 9.

Figure 9: Funding for Summer Olympic Sports

| Sports | 2007 | % | 2008 | % | 2009 | % | 2010 | % |
|---------------------|-------------------|-------------|-------------------|-------------|-------------------|-------------|-------------------|-------------|
| Hockey | £143,027 | 12.0% | £100,106 | 8.1% | £221,822 | 12.4% | £265,423 | 11.0% |
| Football | £0 | 0.0% | £3,113 | 0.3% | £237,261 | 13.3% | £233,999 | 9.7% |
| Rugby | £55,083 | 4.6% | £55,611 | 4.5% | £113,098 | 6.3% | £225,132 | 9.3% |
| Sailing | £132,728 | 11.1% | £130,315 | 10.6% | £117,127 | 6.6% | £182,399 | 7.5% |
| Cycling | £115,525 | 9.7% | £115,088 | 9.3% | £140,318 | 7.9% | £182,178 | 7.5% |
| Swimming | £83,100 | 6.9% | £103,763 | 8.4% | £178,397 | 10.0% | £169,675 | 7.0% |
| Canoe | £41,655 | 3.5% | £54,216 | 4.4% | £108,688 | 6.1% | £158,419 | 6.5% |
| Athletics | £66,686 | 5.6% | £68,199 | 5.5% | £119,428 | 6.7% | £127,184 | 5.3% |
| Gymnastics | £45,112 | 3.8% | £48,929 | 4.0% | £32,213 | 1.8% | £112,035 | 4.6% |
| Badminton | £92,525 | 7.7% | £64,697 | 5.2% | £82,141 | 4.6% | £106,285 | 4.4% |
| Boxing | £2,427 | 0.2% | £12,122 | 1.0% | £15,155 | 0.8% | £92,398 | 3.8% |
| Tennis | £66,675 | 5.6% | £61,317 | 5.0% | £67,727 | 3.8% | £70,064 | 2.9% |
| Shooting | £46,021 | 3.8% | £50,982 | 4.1% | £33,780 | 1.9% | £62,186 | 2.6% |
| Table Tennis | £48,052 | 4.0% | £67,226 | 5.5% | £63,078 | 3.5% | £57,248 | 2.4% |
| Golf | £14,974 | 1.3% | £51,661 | 4.2% | £40,164 | 2.2% | £57,238 | 2.4% |
| Triathlon | £13,916 | 1.2% | £13,827 | 1.1% | £41,783 | 2.3% | £48,587 | 2.0% |
| Equestrian | £35,972 | 3.0% | £24,585 | 2.0% | £35,430 | 2.0% | £50,011 | 2.1% |
| Basketball | £23,910 | 2.0% | £55,585 | 4.5% | £18,031 | 1.0% | £45,297 | 1.9% |
| Rowing | £45,410 | 3.8% | £26,357 | 2.1% | £30,933 | 1.7% | £37,337 | 1.5% |
| Volleyball | £21,335 | 1.8% | £40,465 | 3.3% | £24,451 | 1.4% | £34,474 | 1.4% |
| Archery | £20,315 | 1.7% | £12,430 | 1.0% | £23,481 | 1.3% | £32,058 | 1.3% |
| Judo | £61,639 | 5.2% | £40,898 | 3.3% | £23,268 | 1.3% | £29,475 | 1.2% |
| Taekwondo | £8,838 | 0.7% | £11,826 | 1.0% | £8,242 | 0.5% | £22,381 | 0.9% |
| Wrestling | £0 | 0.0% | £0 | 0.0% | £4,335 | 0.2% | £14,749 | 0.6% |
| Fencing | £11,301 | 0.9% | £19,975 | 1.6% | £5,614 | 0.3% | £3,737 | 0.2% |
| Totals | £1,196,226 | 100% | £1,233,293 | 100% | £1,785,965 | 100% | £2,419,969 | 100% |

Figure 10: Top 5 and Top 10 Share of Funding

| Year | Top 5 (£s) | Top 5 (%) | Top 10 (£s) | Top 10 (%) |
|-------------|------------|-----------|-------------|------------|
| 2007 | £548,044 | 46% | £846,179 | 71% |
| 2008 | £501,317 | 41% | £805,753 | 65% |
| 2009 | £890,836 | 50% | £1,379,617 | 77% |
| 2010 | £1,089,131 | 45% | £1,762,729 | 73% |

Figure 9 is presented in descending order of the amount of money received by each sport in 2010, which in turn highlights hockey as the highest funded sport that year £265,423, 11.0%). Sports which are highlighted in grey are those which have received 5% or more of the total funding in each year between 2007 and 2010. The finding that a minority of sports receive a relatively high proportion of the total funding, suggests that there is degree of specialisation within Northern Ireland's elite sport system. This point can be tested by examining the amount and the proportion of the funding allocated to the top five and top 10 sports over the four years as shown in Figure 10.

Between 2007 and 2010 the top five funded sports accounted for between 41% and 50% of the funding awarded. When the top 10 sports are considered, the proportion of funding allocated to them increases from 65% to 77%. These findings confirm that there is at least an implicit policy of specialisation within the funding system for elite sport in Northern Ireland.

Almost all of the funding for elite sport in Northern Ireland is derived from Exchequer funding or the National Lottery. There is no culture within the UK for commercial sponsors to support

Olympic and Commonwealth sports. In recent years the British Olympic Association has become more commercial in this area but the reality is that there is an increasingly competitive landscape for commercial sponsorship. In the UK, sponsors are generally more likely to get involved once an athlete or team has achieved success, rather than in the talent production process. Commercial sponsorship is common place in the more commercial sports and 'culturally significant' sports such as: football, Gaelic games, golf, motorsport, and rugby. Similarly, there is no culture of elite sport being

supported by broadcasting rights. In summary, financial support for elite sport in Northern Ireland is a relatively recent phenomenon (since 1997) and processes have had to be devised from a zero base and thus there has been an extensive learning curve. As the system reaches maturity and the UK is in a period of restraint in public funding, the realistic way forward will be to make best use of the funding available rather than securing more funding - as has been the case since 2007.



1 Pillar One

Summary

Strengths

The key strengths of the elite sport system in relation to Pillar 1 are:

- Central government commitment to sport generally and elite sport specifically.
- Economies of scale e.g. SINI is based within the University of Ulster at Jordanstown and provides facilities that can be used by elite athletes and the community.
- A strong realisation of the ingredients of an elite sport system and the importance of prioritising resources to where they will have the greatest impact.
- A number of Northern Ireland athletes who choose to represent Ireland may also benefit from the Irish government through financial support provided by ISC.

Weaknesses

The key weaknesses of the elite sport system in relation to Pillar 1 are:

- There is a reasonable argument to suggest that Northern Ireland subsidises the rest of the UK as it benefits less from UK Sport funding than other nations, notably England.
- There is an acceptance that the funding for elite sport in Northern Ireland is modest compared with other nations and does not necessarily match Northern Ireland's ambitions in sport.
- Inability to generate funding from other sources such as sponsorship and media rights.
- Many recognised governing bodies in Northern Ireland are actually branches of an all-Ireland or UK national governing body and therefore may present challenges for the planning, coordination and delivery of their sport.

Suggestions for Improvement

- Greater certainty in the planning process as DCAL and its non-departmental funded bodies are often subject to funding uncertainty from Exchequer funds and also National Lottery ticket sales.
- Greater incentives (e.g. tax breaks) for organisations willing to contribute funding to elite sport.

Pillar Two



2 Pillar Two

An Integrated Approach to Policy Development

Pillar 2 is concerned with the organisation and structure of sport within nations. At a strategic level it is thought that for nations to have a realistic chance of elite sporting success, an appropriate lead needs to be given by governments.

Operationally, it is held that a coherent structure is a prerequisite for the efficient use of resources. According to Oakley and Green (2001a) and Clumpner (1994), it is particularly important to delineate clearly the responsibilities of different agencies; to ensure there is effective communication between them; and, to simplify administration. It is difficult to 'measure' this other than by taking a broad brush approach. In Pillar 2 we aim to assess the extent to which there is an integrated approach to policy development by tackling six key CSFs:

1. There is strong coordination of all agencies involved in elite sport, with clear task descriptions and no overlap of different tasks.

2. There is evidence of long-term planning for elite sport development with the commitment of subsidies for elite sport and professional elite sport development.
3. Resources are targeted at relatively few sports through identifying those that have a real chance of success at world level.
4. A full-time management staff member in the NSA is responsible for the elite sport development process.
5. Effective communication: there is an unbroken line up through all levels of sport agencies.
6. There is a structured cooperation and communication strategy with other countries, commercial partners and the media.

The structure of sport in the UK and Northern Ireland is discussed in detail on page 5 (Figure 3) of this document and is particularly important in setting a context for Pillar 2.

2.1 CSF 1. There is strong coordination of all agencies involved in elite sport, with clear task descriptions and no overlap of different tasks

2.1.1. Coordination of financial inputs

There are two bodies in Northern Ireland which take decisions concerning expenditure on elite sport. DCAL sets the policy direction and it is the responsibility of Sport NI to ensure strategy and delivery. In practice Sport NI has discretion over how revenue funding is spent but, in general, DCAL has a much greater say in how capital funds are used. Sport NI has considerable autonomy to develop and deliver the elite sport system in Northern Ireland.

Self-assessment score: 4/5

High level of coordination: there is one main organisation at national level which makes decisions about the majority of expenditure and activities in elite sport; the National Olympic Committee is NOT merged with the national sport administration.

2.1.2. Regional departments

Elite sport in Northern Ireland is coordinated centrally and with the nation being relatively small in terms of its geography (13,843km²) and its population (1.8 million) it does not have regional elite sport policies and training facilities. Consequently the self-assessment score for this aspect of the CSF is 'not applicable'.

2.1.3. Elite sport activities at local level

At local level there is some evidence of support for elite sport either directly or indirectly as illustrated in the following examples:

- Derry City Council is about to launch a significant sports complex and North Down Borough Council has Northern Ireland's first 50m pool under construction. The rationale appears to be facility provision which has a dual use - mass participation sport and elite sport. Within the notion of elite sport comes the construction of facilities that performance athletes can use and which are also capable of hosting major sporting events.
- Some authorities have athlete awards and recognise athletes in ad hoc ways such as free access to facilities.
- Belfast has provided Performance Development Centres (PDCs) for elite athletes, and there are similar provisions in Lisburn and Cookstown.

For any major schemes there is formal and structured cooperation and coordination as there tends to be a single source of funding for which a joined up approach is required. The guiding strategy for sport in Northern Ireland is Sport Matters and public sector decision making needs to be consistent with this policy. There is an indication of a structured approach to the activities that local government undertakes in terms of performance sport and the development of places for sport.

Self-assessment score: 3/5

Reasonable level of national coordination: there is major expenditure and activity in elite sport at regional/district level; this is recorded nationally and initiatives are taken to manage this activity and avoid duplication of effort and payments.



2.1.4. Elite sport and sport for all

In some nations there are different organisations for the implementation of elite sport policy and mass participation sport. This is not the case in Northern Ireland, where there is a separate department within Sport NI - namely Performance Sport. This department is responsible for SINI which is the high performance section; talent identification and coaching which is the performance section; and, elite sport climate and governance. Decisions have to be approved by the Board but there is a certain degree of autonomy to take those decisions so long as they are in line with Sport Matters and Sport NI policies and procedures.

Self-assessment score: 3/5

Elite sport is coordinated by an organisation that makes the most important decisions (like expenditure, subsidy, etc.), but this organisation is also responsible for national sport for all policies; there is, however, an elite sport department.

2.1.5. Politics and sport

The final issue linked to this CSF is political involvement in sport. Whilst sport is housed within the remit of DCAL, the word 'sport' is not mentioned in the title and there is no minister for sport (as there is at UK level). Political involvement is largely concerned with approving policy, and therefore being accountable for it. Where politics can be seen to have had significant influence recently, is in the decision to fund three stadia, one each for football, Gaelic games and rugby, rather than a shared facility for all three sports. Sport NI's self-assessment on this dimension is 3/5 equating to 'some political involvement'.

2.2 CSF 2. There is evidence of long-term planning for elite sport development with the commitment of subsidies for elite sport and professional elite sport development

2.2.1. Long-term planning for elite sport development with commitment of subsidies

Sport NI is committed to long-term planning for sport generally and elite sport specifically. Sport Matters is a ten-year strategy and within this there is a four-year corporate plan and a one-year business plan. These plans are published on the website and in hard copy form. Plans are evaluated regularly and in the case of SINI are conducted by the Investment Assurance team of Sport NI which is in effect an external evaluation of performance.

Elite sport policy development in Northern Ireland is a collaborative process as indicated by the following quotations:

"We are very much about building policy out of practice, we are very much about learning at the front end what the gaps, needs and failures are and we continuously talk with our stakeholders to ensure we align our policies with that. We also have in Northern Ireland something called Section 75 which places statutory onus on us to consult with our stakeholders in terms of any policy changes."

"We have networks as well. We have a coaches' network, a talent network, a club development network and for sports in which we invest we have a formal 100 day review process."

"In terms of the strategic formation, Sport Matters also held a series of consultative exercises with the various stakeholders involved in elite sport. These stakeholders were consulted on the targets that were set and the key steps that were outlined."

"We also design our own strategic policies and strategies in line with the things we hear back. We are currently right in the middle of the 2013-2017 information evenings which look at five significant areas. What we are doing is actually listening to the needs out there to ensure the way we deliver and the activities we deliver reflect the needs."

This collaborative approach involves athletes, coaches, Performance Directors, clubs and sport scientists during the development, implementation and the evaluation of policy.

2.2.2. Long-term policies for governing bodies and funding criteria

Sport NI recognises around 80 sports but only funds around 40 of these. The number of sports that are funded is limited to: Olympic/Paralympic, Commonwealth and 'culturally significant' sports. In the past there was a failure to make decisions on which sports should be funded and the approach was 'all things for all people'. In the more recent past the policy has been refined making it more focused. For recognised sports to receive elite sport funding, they have to be able to demonstrate that they achieve non-domestic performance targets (GAA

excluded). There is a commitment to become even more focused via a process of self-evaluation that is consistent with high level policy.

Funding is available to governing bodies for the eight 'process' pillars as well as for elite sport staff and general infrastructure costs. Clubs, athletes and coaches also have direct access to limited amounts of funding but the amounts involved are modest relative to that channelled through governing bodies. Where funding is made available to governing bodies for elite sport it is on a four-yearly cycle. Within this cycle there also needs to be an annual action plan. There is a strong culture of review every year, every two years and at the end of a four-yearly cycle. Business plans are judged against five areas of activity:

- Governance/modernisation
- Sustained participation
- Coaching
- Talent identification and development
- High performance

The management of governing bodies is generally undertaken by professionals (paid staff) who are accountable to an honorary board (volunteers). Members of boards are a mixture of people with varied skill and should be representative of the population. Some boards will have a good mix of people whereas others might not. There is a legal statute which determines the constitution

of members. Members will tend to have sport-specific knowledge but in some cases members with specific skills such as accountancy for the post of treasurer will be appointed. This approach has both strengths and weaknesses. Strengths include knowledge of sport and passion. By contrast, weaknesses include problems with strategic direction, leadership, clarity over roles and responsibilities, and accountability. These issues are summarised succinctly in the following quotation:

“The weaknesses are more in the rationale, bureaucratic type things and the strengths are all in the emotional.”

2.3. CSF 3. Resources are targeted at relatively few sports through identifying those that have a real chance of success at world level

For elite sport purposes Sport NI funds 28 sports (43 disciplines) which is a sub-set of the 40 it funds in total and the 80 it recognises overall. This is clear evidence of a policy to be selective in where elite sport funding is directed. Some 68% of funding is allocated to Olympic/Paralympic sports with the remaining 32% allocated to culturally significant sports. Within the Olympic/Paralympic funding programme of £2.4m in 2010, there is also evidence of prioritisation with the top 10 sports accounting for 73% of the total funding.

2.4. CSF 4. A full-time management staff member in the NSA is responsible for the elite sport development process

Performance sport in Northern Ireland is led by one person who holds the roles of Director of Performance Sport for Sport NI and Executive Director of SINI.

2.5. CSF 5. Effective communication: there is an unbroken line up through all levels of sport agencies

Previously in this document, Figure 4 provides an outline of how Sport NI is structured and illustrates how Performance Sport is separated out as a discrete area of the organisation's remit. To reiterate, Sport NI is the sole revenue funder of SINI and has strong representation on SINI's Board. Within Sport NI and SINI there are around 40 FTE staff with a responsibility for elite sport only.

2.6. CSF 6. Effective communication: the Sport NI Board of directors, athletes' and coaches' committee

Sport NI has a Board of 14 members including the chairperson. All members are reimbursed for expenses and the Chair and Vice-Chair also receive an honorarium for their services. The Chair is a successful business man and the Vice-Chair is a consultant in the public sector. One Board Member is a qualified accountant who manages a

£4bn budget in his professional career. He is involved primarily because there was a particular weakness identified in Northern Ireland around people with accountancy skills. None of the members represent specific sports, they are appointed by the Minister as individuals. They have knowledge of sport but they are not allowed to represent their own sports. The role of the Board can be summarised as: setting strategic direction; agreeing budgets and policies; and holding the paid officers of the organisation to account.

The perceived strength of the system is that there are clear mechanisms in place for 'check and challenge'. However, as a result of this focus there are also weaknesses, these include: frustration with public sector decision making processes; the culture clash between volunteers and professionals; and a specific lack of familiarity with the field of elite sport. As a consequence of the structure and the public sector bias in the operating procedures, there is a perception that decision making is slow and cumbersome - this is less than ideal for elite sport where decisiveness and speed of decision making are seen as being important ingredients of success.

Currently there is no athletes' commission or coaches' commission within the elite sport system of Northern Ireland.

The elite sport system in Northern Ireland is in the early stages of its development when compared with other more successful sporting nations. As a result one of the roles adopted by Sport NI and SINI is capacity building

and system development. This is well demonstrated via two key initiatives.

First, governing bodies receive information and support services related to six of the eight process pillars:

1. Quality and improvement of governing body management (Pillar 2).
2. Human resources' management in governing bodies (Pillar 2).
3. Change management in elite sport governing bodies (Pillar 2).
4. Quality management projects in sports clubs (Pillar 3).
5. Structured planning and organisation of talent identification (Pillar 4).

6. Long-term and structured planning of athletes' development (Pillar 4 and 5).

7. Coaches' career support: development of expert coaches at the elite level (Pillar 7).

8. Scientific research, sport science support services (Pillar 9).

Second, under the PDP which is made up largely of coaches but some scientists as well, the provision of mentoring is a way of guiding governing bodies to operate their elite sport policies more effectively.

As part of the research process, athletes, coaches and Performance Directors are surveyed to establish their opinions on this CSF. The results for each group are shown in Figures 11-14, beginning with athletes.

The majority of athletes felt that general communication by a variety of sport organisations was at least reasonable. For example, more than 91% of athletes felt that communication with their club was adequate or better; whilst the corresponding figures for governing bodies and the national sports institute (SINI in this case) were 80% and 90% respectively (see Figure 11). The majority of coaches and Performance Directors felt that general communication by a variety of sport organisations with coaches was at least reasonable (see Figure 12). For example, 76% felt communication by clubs was adequate or better; whilst the corresponding figures for governing bodies and the national sports institute were 87% and 93% respectively.

2.7. CSF 7. There is a structured cooperation and communication strategy with other countries, commercial partners and the media

Currently there is a structured cooperation and communication strategy with elite sport agencies in the UK and the ROI. This approach does not yet extend to commercial partners and the media but may develop as the elite sport system in Northern Ireland matures.

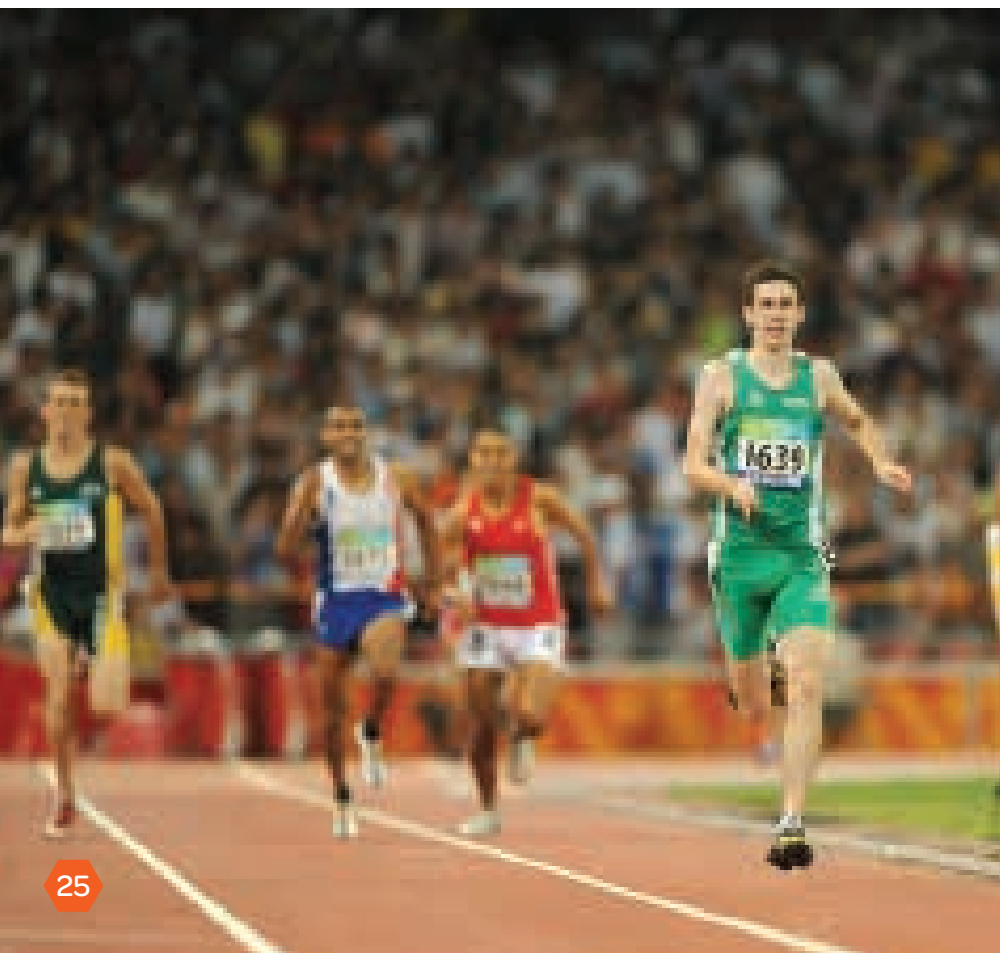


Figure 11: Elite Athletes' Perceptions about Communication at Various Levels of Sport

| Communication | Club | National Governing Body | Government (e.g. DCAL/ Sport NI) | Olympic Committee | National Sports Institute (e.g. SINI) |
|-------------------|-------|-------------------------|----------------------------------|-------------------|---------------------------------------|
| n= | 82 | 92 | 60 | 44 | 82 |
| Poor | 4.9% | 6.5% | 26.7% | 13.6% | 4.9% |
| Not good | 3.7% | 13.0% | 18.3% | 20.5% | 4.9% |
| Reasonable | 18.3% | 37.0% | 36.7% | 34.1% | 28.0% |
| Good | 45.1% | 32.6% | 16.7% | 25.0% | 47.6% |
| Excellent | 28.0% | 10.9% | 1.7% | 6.8% | 14.6% |
| | 100% | 100% | 100% | 100% | 100% |

Figure 12: Coach and Performance Directors' Perceptions about Communication with Coaches

| Communication | Club | National Governing Body | Government (e.g. DCAL/ Sport NI) | Olympic Committee | National Sports Institute (e.g. SINI) |
|-------------------|-------|-------------------------|----------------------------------|-------------------|---------------------------------------|
| n= | 21 | 30 | 22 | 15 | 28 |
| Poor | 9.5% | 10% | 27.3% | 33.3% | 3.6% |
| Not good | 14.3% | 3.3% | 27.3% | 6.7% | 3.6% |
| Reasonable | 33.3% | 33.3% | 31.8% | 26.7% | 35.7% |
| Good | 23.8% | 40% | 13.6% | 33.3% | 32.1% |
| Excellent | 19% | 13.3% | 0% | 0% | 25% |
| | 100% | 100% | 100% | 100% | 100% |

Athletes were also asked about their involvement in the development and evaluation of national level elite sport policy in Northern Ireland. More than half of the athletes who expressed an opinion felt that they were either 'not involved' or 'insufficiently involved' in developing elite policy with their governing body (52%) and the national sport administration/government (e.g. Sport NI, 53%). Similarly, around half of the athletes felt they were not involved or insufficiently involved in evaluating elite sports policy at the two levels (governing body, 52% and Sport NI, 50%), see Figure 13.

Figure 13:
Athlete Involvement in Developing and Evaluating National Elite Sport Policy

| | Development of Elite Policy | | Evaluation of Elite Policy | |
|--------------------------------|-----------------------------|------------------|----------------------------|------------------|
| | National Governing Body | NSO / Government | National Governing Body | NSO / Government |
| n= | 67 | 59 | 60 | 54 |
| Not involved at all | 23.9% | 30.5% | 21.7% | 29.6% |
| Insufficiently involved | 28.4% | 22.0% | 30.0% | 20.4% |
| Reasonably involved | 20.9% | 25.4% | 36.7% | 38.9% |
| Sufficiently involved | 14.9% | 16.9% | 10.0% | 7.4% |
| Highly involved | 11.9% | 5.1% | 1.7% | 3.7% |
| | 100% | 100% | 100% | 100% |

Elite athletes and coaches were asked whether they agreed that policy makers regularly consult with them about their specific needs. Some 69% of athletes disagreed with this statement; whilst 9% agreed that they were consulted regularly. The corresponding figures relative to consultations with elite coaches were 7% in agreement and 83% disagreeing that they were consulted on a regular basis.

Figure 14:
Coaches Involvement in Developing and Evaluating National Elite Sport Policy

| | Development of Elite Policy | | Evaluation of Elite Policy | |
|--------------------------------|-----------------------------|------------------|----------------------------|------------------|
| | National Governing Body | NSO / Government | National Governing Body | NSO / Government |
| n= | 28 | 24 | 27 | 24 |
| Not involved at all | 14.3% | 25.0% | 33.3% | 25.0% |
| Insufficiently involved | 35.7% | 41.7% | 22.2% | 37.5% |
| Reasonably involved | 25% | 16.7% | 22.2% | 16.7% |
| Sufficiently involved | 14.3% | 16.7% | 11.1% | 16.7% |
| Highly involved | 10.7% | 0% | 11.1% | 4.2% |
| | 100% | 100% | 100% | 100% |

2 Pillar Two

Summary

Drivers of change

Assessing the state of elite sport in Northern Ireland after the 2006 Commonwealth Games in Melbourne proved to be a major turning point and led to an increase in government investment in elite sport.

Strengths

The key strengths of the elite sport system in relation to Pillar 2 are:

- Government Department and Arms Length Body with a remit for sport.
- Unprecedented levels of funding for sport.
- Knowledge, skills, enthusiasm and passion of professionals and volunteers.
- Strong planning for sport in Northern Ireland.
- SINI.
- Relatively small geography of Northern Ireland and the ability to centralise provision.
- National culture of consultation and stakeholder involvement.
- Well established networks and sharing of good practice.

Weaknesses

The key weaknesses of the elite sport system in relation to Pillar 2 are:

- Possible confusion in relationships between Northern Ireland, the UK and the ROI.
- Breadth of investment in Olympic/ Paralympic sport; Commonwealth sport; and culturally significant sports means that policy has a broad rather than narrow focus.
- Government control of the majority of capital funding decisions related to sport.
- Elite sport is relatively new to Northern Ireland and hence the development of systems, processes and capacities is only just reaching maturity.
- Processes can be perceived as being over bureaucratic and time consuming.
- The skills sets and experience of volunteers especially in performance sport.

Suggestions for Improvement

"I know we are all focused on Northern Ireland but we don't have control over everything, we don't have the passport to everything. We can benefit from relationships outside but we can also be held back."

"If you want a radical, fundamental change it would be that the Olympic, Commonwealth and governmental components are all put together. I think it's the unseen bit of why New Zealand has success."

Pillar Three



3 Pillar Three

Participation in Sport

Participation and competitive standards are linked by the desire to create a deep pool of athletic talent from which a core of elite competitors can develop (Green 2004; van Bottenburg 2003). Although the relationship between sport for all and elite sport is often inconsistent, most top athletes have their roots in sport for all. The perspective is that a broad sport participation base is not always a condition for success, but it may influence success via the continuous supply of young talent and high quality of training.

In Pillar 3, the focus is on sport at three levels: sport during or after school time, non-organised sports participation and organised sports participation. At school level, data are presented in relation to the statutory minimum amount of time for physical education (PE) in nursery, primary and secondary education in Northern Ireland and the weekly average amount of time spent on PE. Information on extra-curricular competitions is also gathered, as is the percentage of people participating in sport once a week in Northern Ireland.

Van Bottenburg (2003) found that the strength of the relationship between sport for all and elite sport is dependent upon the intensity, competitiveness and the degree of organisation in sporting practice. Whilst this pillar focuses on such relationships, it also investigates the number of organised sports club members in the Province and any national initiatives to improve the quality of sports clubs.

Future elite athletes often participate in several sports simultaneously during their formative years, before eventually specialising in the sport at which they will strive to excel. Evidence from both Flanders and the Netherlands suggests that this specialism which is based on the first interest they received as a talent from a sport governing body is most likely after the age of 16. Consequently, sports clubs play a vital role in initial talent development.

The three CSFs that are used to guide the investigation around sport participation in Northern Ireland are:

1. Children have opportunities to participate in sport at school, during PE or extra-curricular activities.
2. There is a high general sport participation rate.
3. There is a national policy towards promoting the implementation of the principles of (total) quality management in sports clubs, at the level of mass participation and talent development.

3.1 CSF 1. Children have opportunities to participate in sport at school, during physical education (PE) or extra-curricular activities

3.1.1. National statutory minimum amount of time for PE

Within Northern Ireland there is no statutory minimum for the amount of PE a young person should receive. Department of Education (DE) guidance recommends schools should provide pupils with a minimum of two hours PE per week. However, legislation prevents DE from prescribing the amount of time that should be allocated to a particular subject within the curriculum. Whilst there are no PE recommendations for kindergarten/nursery aged children across the Province there is a drive towards Fundamental Movement Skills (FMS). In both primary and secondary education the recommendation is a minimum of two hours of PE per week.

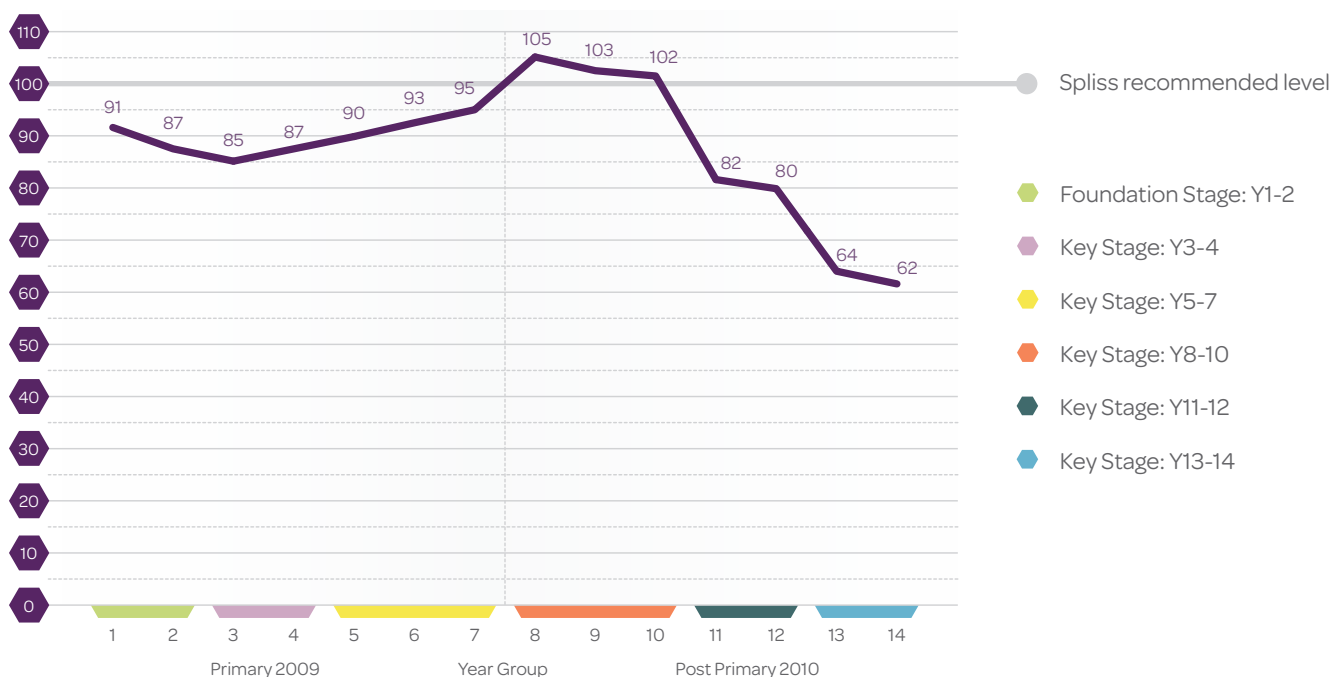
3.1.2. Is there a sufficiently high weekly average amount of time for PE in education?

Data are available which can help to address this success factor which, according to the SPLISS project, should be at least 100 minutes. On this basis if the two hour recommendation is being achieved then the system in Northern Ireland is exceeding this level. DCAL's 'Young People and Sport' report, which is based on the findings from the YPBAS 2007, highlights that 51% of secondary school children (aged 11-16 years) received at least the recommended two hours of PE in school. A later 'Young People and Sport' report by DCAL, using findings from the YPBAS 2010 reported that only 49% of children (aged 11-16 years) spent about two hours or more doing

PE or games or playing for a school team. Furthermore, according to research undertaken by Sport NI, 'A Baseline Survey of Timetabled PE in Post Primary Schools in Northern Ireland' (2010), the overall average time spent on PE was 89 minutes which is 11 minutes below the SPLISS threshold, and 31 minutes below the recommendation within Northern Ireland. Findings from this research have been combined with the results of a similar study of primary schools undertaken by Sport NI in 2009. Figure 15 presents the average time allocated to PE across all 14 year groups within the Northern Ireland education system.

There is no data available at nursery level to be able to answer this question; though it is worth reiterating that across Northern Ireland there

Figure 15:
Average curricular PE time offered in schools by year group within Northern Ireland's educational system



In both primary and secondary education the recommendation is a minimum of two hours of PE per week.

is a drive to deliver FMS in the early stages of a child's development which is a key building block in the policy to promote lifelong involvement in sport and physical activity (LISPA) in Northern Ireland (see Appendix 1). Furthermore, discussions are ongoing in relation to the role of education in terms of providing an opportunity to make schools more active which is imperative given the discrepancies that exist in provision across the school system.

3.1.3. Physical education lessons are delivered by a certified PE teacher in all grades

In secondary education in Northern Ireland, there is a requirement that all PE is delivered by certified and qualified PE specialists. However, within the early years and primary setting there is no statutory requirement, though some will be qualified PE specialists.

One of the major obstacles when trying to engage young people in the primary school setting is that the teachers do not have the skills and experience or confidence to deliver PE. Sport NI have fronted the drive to train and resource teachers and schools to deliver physical literacy in the primary setting and this contributed to the adoption of FMS in primary schools, with more than 400 primary teachers trained to deliver the 22 core skills. Having received guidance and help about delivery, teachers have reported being far more confident in their ability to deliver PE in the primary setting³.

3.1.4. Are there regular extra-curricular school sport competitions (at least twice a month)?

There are school sport competitions, but these vary across sports and are predominantly in secondary education, and are usually in the main team-based field sports including Gaelic football and rugby. In addition, there are also competitions in basketball, football, hockey, netball, and volleyball.

Whilst Sport NI has no responsibility for these competitions it is well aware that such competitions do not necessarily cater for those who are less gifted or talented, and as such the intramural competitions within school are also very important where sport is less about winning and more about having fun.

3.1.5. Is there an organisation responsible for coordination of extra-curricular school sport competitions?

There is no one organisation within education in Northern Ireland responsible for extra-curricular sport competition. There have been attempts in the past few years to establish an association for PE within Northern Ireland but again their focus is much more on curriculum PE. Association football is a good example of a sport that has its own governing body with emphasis on school competitions. However, Sport NI is aware of other sports that have school associations/committees, such as

athletics, hockey and swimming. It was noted that within secondary education, there are regular fixtures between schools, although once again consistent with the comments in the previous section (3.1.4), these often only focus on the 15-20 people in the squads for traditional team-based games. Sport NI would advocate the need for a more inclusive approach in the provision of school sport and competition as a means of increasing levels of participation in sport and physical recreation. In addition, if we accept the findings from the research in Flanders and the Netherlands referred to in the introduction to this pillar, then it could be that such opportunities may play a role in developing the talent of people who specialise in certain sports beyond the age of 16.

Sport NI has tried to create different programmes to encourage sport after school such as the Youth Sport Programme, although such initiatives have not been aimed at competitions specifically.

³ According to Get Active Stay Active, The Impact of Sport Northern Ireland's Sport in Our Community Programme 2006-2010

3.1.6. Is involvement in extra-curricular school sport included in job descriptions of PE teachers?

There is no clearly stated requirement in the job descriptions of PE teachers that they have to get involved in the provision of extra-curricular school sport; though at secondary level the assumption is that teachers do get involved. However, at primary level this is not the case, which is consistent with there being very few PE specialists at this level.

Staff within Sport NI believe that all potential new teachers should declare their intention (or not) to work on extra-curricular activities. Moreover, the designated PE

coordinator in most primary schools receives remuneration for this role, which involves delivering the PE curriculum during the school day, but not sport out of school. This may need to change in order to develop competition opportunities in a primary school setting.

3.1.7. Does school finish early so that children get opportunities to play sport during the day?

Kindergartens and nurseries generally close between 2.00-3.00pm in Northern Ireland. Unlike many other European countries the primary/secondary school day in Northern Ireland does not finish until 3.00pm or afterwards. However, in some

secondary schools Wednesday afternoon is generally designated for sport, especially in Grammar schools and this affords young people the opportunity to take part in sport and inter-school competitions. However, there is no hard and fast rule about curtailing the school day and much depends on the attitude of the Head Teacher and how much they and the school value sporting extra-curricular activities.

There are other Northern Ireland wide initiatives linked to, for example, cycling which young people get the opportunity to engage with, albeit these are aimed more at the quality of riding and safety issues than any competitive element.



3.2 CSF 2. Sports participation rates generally

3.2.1. The percentage of people who participate in sport at least once per week

The percentage of young people (aged 11-16 years) who take part in formal or informal sport on a regular (weekly) basis in Northern Ireland is 97%, according to secondary analysis of YPBAS 2010, with boys(98%) marginally more likely than girls (96%) to take part.

‘The Northern Ireland Sport and Physical Activity Survey 2010’ (SAPAS) represents the most comprehensive research on (adult) sport and physical activity in Northern Ireland since 1994. Data collected from July 2009 to August 2010 covers a variety of topics including sports participation and club membership; such data inform policy decisions in relation to health improvement and increasing the proportion of the population who exercise regularly. SAPAS indicates that 37% of the adult population in Northern Ireland had taken part in sport at least once in the preceding week. A similar measure from DCAL’s ‘Experience of Sport and Physical Activity in Northern Ireland’ (2011), using findings from the CHS (2010-11), revealed that 41% of adults normally participate in sport and physical activity on at least one day a week; men are more likely to do so than women; and a quarter of respondents normally take part in sport/physical activity for at least 2.5 hours a week.

3.2.2. Sports club numbers and membership

Data relating to the number of registered and non-registered sports clubs lacks currency given that the last full survey was undertaken in 1994; at which time (according to Sport NI staff) clubs numbered around 6,000. Sport NI is gathering data on the number of clubs at present; however the findings are not expected until 2014. Anecdotally, at present, Sport NI officers estimate that there are more unaffiliated participants who undertake physical activity at the gym, or who walk at the same time with like-minded people, rather than becoming a member of a sport club. This may have impacted on the number of clubs.

Club data for those aged 11-16 from secondary analysis of YPBAS in 2007 and 2010 suggests that 59% of young people are members of a sport club or team (outside of school). For adults (aged 16 and over) some 23% are active members of at least one sport club according to SAPAS, whilst the CHS suggests 21% in 2011, although the measures are slightly different. Using either measure it is reasonable to conclude that more than one in every five adults in Northern Ireland is a member of a sport club.

3.3 CSF 3. Is there a national policy towards the implementation of Total Quality Management (TQM) principles in sports clubs, at mass participation and talent development levels?

3.3.1. Is there a national policy to enhance the (total) quality management, i.e. the services and processes delivered in sports clubs?

Sport Matters is essentially the policy in terms of the development of sport and physical recreation over the next ten years in Northern Ireland. There are specific targets and key steps within Sport Matters, one of which focuses on improving the quality of sports clubs - Clubmark NI. This accreditation provides parents/guardians and young participants with peace of mind knowing that the club to which they are affiliated (or are considering affiliation to), has achieved minimum quality standards linked to management, administration, coaching, competition and safety in sport. Ultimately the scheme helps people to access quality sporting experiences, delivered in safe environments by effectively managed clubs. To date some 12 governing bodies have adopted the Clubmark NI accreditation scheme with potentially more to follow.

3.3.2. Is there a national policy to improve talent development programmes in sports clubs?

Sport Matters provides the overarching policy framework which includes talent identification and development, under the auspices of the Sport NI Talent Framework 2010-2013. The documentation outlines the various factors in the development and

identification process. The framework provides a reference point for people to: understand their talent; understand how they identify; confirm, and develop it; and what support they need around them to make progress. The framework has been adopted across some of the more developed sports and is being implemented at different rates across different sports; however it is not prevalent across all sports. Funding is via governing bodies rather than clubs specifically.

3.3.3. Is there a national programme to improve quality in the 'fundamental' stage period (i.e. before young people train to compete at a higher level) in order to help develop sport competences on a non discipline specific basis?

As suggested in sections 3.1.1 and 3.1.2, there is the physical literacy programme in primary schools. This aims to assess a child's quality of movement in fundamental movement skills (FMS) and is coupled with the teacher training being implemented by the Education and Library Boards to help primary teachers deliver quality sessions to develop FMS.

The talent development associated with putting FMS in place differs from the talent development undertaken by governing bodies, which is more likely to be aimed at athletes who are already on a sport specific pathway.

3.3.4. Is there a national objective measurement system with explicit criteria to improve the quality of service delivery in sports clubs?

Once again Clubmark NI is central to the improvement of service delivery in sport clubs. In order to achieve the criteria to receive Clubmark accreditation, a club will submit an application form along with evidence to enable the assessment of whether it has met the required standards. Thereafter, the club will be visited (by the governing body or local authority) and assessed relative to whether it has achieved the desired standards to receive the accreditation. Although accreditation is awarded to a club for a maximum of three years, it must submit annual health checks in order to confirm that requisite standards are being maintained. Whether this can be termed an objective measurement system is unclear; however, should standards fall then the accreditation can be withdrawn.

The accreditation process has a direct influence on clubs that want to achieve Clubmark and will ultimately benefit the athletes to whom they provide opportunities. Indirectly the governing bodies that sign up to Clubmark NI are then able to influence their clubs.



3.3.5. Does the national sport agency or governing bodies implement an objective system to improve the quality of talent development in clubs?

There is no objective system as such to improve talent development in clubs and whilst a small number of clubs are currently being worked with, this is to develop a system before implementation commences. Governing bodies receive support through the Sport NI talent identification officers, and through investments made via the Investing in Performance Sport Programme (IiPS).

3.3.6. Do national governing bodies/other organisations receive specific funding to improve (1) the quality of youth development in their sport clubs and (2) talent development programmes in clubs?

Some governing bodies/other organisations receive funding for improving quality of youth and talent development. There are 75 recognised sport governing bodies in Northern Ireland; Sport NI supported over 30 of them through the IiPS. Some other programmes such as the small grants programme might get 50 different sport applications; not all of which will be successful,

but broadly each sport can access some funding which can be used to improve the performance levels of athletes through coaching, talent and/or high performance systems. The prevailing economic climate means that those organisations that do not receive funding risk being left behind. While Pillar 1 indicates that £10.4m was spent on sports clubs in NI; the data are not detailed enough to apportion how much of this was spent on youth or talent development.



3 Pillar Three

Summary

Drivers of change

- The funding provided via the National Lottery has been most welcome over the last 20 years. The acknowledgment of the role of community sport and an acceptance that not all sport needs to be delivered in structured/organised settings created a sea change as sport increasingly became a key driver in tackling the broader social objectives of government.
- Higher levels of physical activity are associated with reduced risks of coronary heart disease, stroke, diabetes and various cancers, coupled with improved skeletal health. Increasing physical activity is a medical recommendation and a global public health policy objective (World Health Organization, 2002).
- The wider social objectives linked to public health and obesity are addressed within Sport Matters, which also includes references to other objectives around social cohesion, social capital, racism and inclusion.
- People think the government will continue to invest in sport because it is good for you, but the government invests because it believes in the ability of sport to do other things. That is a major change; sport is now an investment, which requires a return; sport is a means to another end.
- The breakdown in society and growth in the importance of 'me'. There are less people wanting to devote their time in the name of sport. For example, volunteering by teachers and parents is perceived to have declined on the basis that 'there is nothing in it for me' and due to issues around child protection.

- There has also been a change in lifestyle due to economic pressures. Women work, people work longer for less, and children have ever increasing exam pressures, all of which reduce regular commitment to sport. People dip in and out of sport to suit the time they have available.
- In this 'consumer led' society, over the last decade our expectations as consumers have been raised, which is why a scheme such as Clubmark NI is so important. Sport has become a consumer product rather than something to revel in and enjoy.

Strengths

The key strengths of the elite sport system, according to Sport NI in relation to Pillar 3 are:

- The LISPA model is the theoretical and conceptual framework which underpins everything Sport NI is aiming to achieve. In particular, Sport NI appreciates the value of physical literacy and how it can be developed, measured and delivered through a consistent approach in a PE, club and community environment. The investment in FMS in primary school settings is a vital foundation to LISPA.
- Sport Matters, the policy framework covering sport and physical recreation for the period 2009-19, covers many of the factors contained within Pillar 3. Sport NI uses Sport Matters as a reference point to consider every new opportunity that presents itself relative to the targets set. Sport NI has strong partnerships with, and coordinates the input

of other agencies in pursuit of such targets, and will show the leadership required to ensure that Sport Matters remains central to the delivery of the sporting targets in Northern Ireland.

- Within Sport NI there is a passion and belief in the content of Sport Matters and its aspirations for sport over ten years; that is a huge strength and asset for the organisation.

Weaknesses

The key weaknesses of the sport system in relation to Pillar 3 are:

- Whilst education is being used to deliver FMS, it is not just about educating young people. Sometimes we need clearer direction; are we focused on trying to improve quality of life? Or, are we focused on delivering the learning outcomes/objectives of the PE curriculum?
- If quality of life is the focus, there needs to be a more integrated approach towards how a young person experiences sport. For example, some young people experience over competition because of a lack of dialogue and cooperation between school and club competitions; more dialogue would lead to a more balanced experience for young people.
- Education is delivered by professionals in full-time employment, whilst club experiences are delivered by volunteers, and both have different expectations and objectives.

Pillar Four



4 Pillar Four

Talent Identification and Development

Pillar 4 is concerned with two aspects of elite sport development: first talent identification, and second talent development. Talent identification includes:

- Talent recognition (i.e. monitoring systems and the criteria that are needed to recognise young sports people as being talented).
- Talent detection (i.e. the identification of talented athletes from outside a sport's participant base).
- Talent scouting (i.e. the processes undertaken to identify young talents).
- Selection processes (the process of selecting young talents for specific purposes (e.g. competitions, training activities, etc.).

The majority of talent identification issues need to be analysed on a sport-specific basis, as in most nations, talented athletes are usually recruited from the existing participant base of a sport. However, some nations have nationally coordinated projects to recruit athletes with a system-related scientific selection process (from a non-participant base e.g. through schools), or through sport transfer (athletes moving from one sport to another).

Talent development refers to the period when athletes become highly committed to their sport, train more and become more specialised.

These athletes face a number of key life transitions during this stage such as at the academic level, the athletic level and the psychosocial and psychological levels (Wylleman and Lavallee, 2003). Each transition requires proactive management to enable athletes to reach their full potential and to avoid them dropping out of their sport.

In Pillar 4 we aim to assess the quality of talent identification and development processes via five CSFs.

1. There is an effective system for the identification of young talented athletes, so that the maximum number of potential top level athletes is reached at the right time/age.
2. There is nationally coordinated planning for sport governing bodies to develop an effective system for the development of young talented athletes in their sports.
3. Talented young athletes receive multidimensional support services appropriate to their age and level that are needed to develop them as young athletes at the highest level.
4. Talented young athletes receive nationally coordinated support for the combination of sports development and academic study during secondary education and where relevant primary education.
5. Talented young athletes received nationally coordinated support for the combination of sports development and academic study during higher education.

4.1 CSF 1. There is an effective system for the identification of young talented athletes, so that the maximum number of potential top level athletes is reached at the right time/age

The process of talent identification in Northern Ireland is recognised by those within performance sport as being important to the long-term success in elite sport competition. Currently the system is described being in its infancy and there are examples of good practice seen in some sports and the various talent identification partnerships that are being developed across Northern Ireland. However, unlike systems in China, former eastern-bloc nations, and more recently Australia; there is no nationally coordinated approach

to talent identification in Northern Ireland. The quotation below is a good example of how pockets of good practice exist on a sport-specific level but are not endemic to the system as a whole.

"We have had an all-Ireland talent transfer programme for track cycling with true elite athletes, we've got two who are in the system and they are still trying to qualify for the Olympics next summer but that was a specific project, it's not an on-going thing."



4.2 CSF 2. There is nationally coordinated planning for governing bodies to develop effective systems for the development of young talented athletes in their sports

Sport governing bodies are able to access funding for talent identification purposes. In their applications to Sport NI for funding, sport governing bodies can apply for financial support across five themes:

1. Governance/modernisation.
2. Sustained participation.
3. Coaching.
4. Talent identification and development.
5. High performance.

In the current state of the system's maturity funding is primarily available for talent identification and confirmation within sports. The funding criteria are sport-specific and the success, or otherwise, of applications will depend on the extent to which Sport NI considers investment to represent value for money.

To make a successful funding application, governing bodies would need to submit plans which include:

- Planning
- Preparation
- Profiling
- Recruitment
- Confirmation and development

These five areas are the headline section and then under each headline there needs to be subsequent frameworks which develop them further and under each framework area there needs to be best practice guidelines. Plans of this type are subject to a governing body's own self-assessment procedures and arguably more rigorous checking from Sport NI directly.

In practice support for talent identification is a joint effort between Sport NI and governing bodies. This point is perhaps best demonstrated by the network of talent identification officers from various sports who regularly come together to share good practice and to advise other governing bodies who do not have their own talent identification staff. The network is a good example of how the principles of talent identification are realised at the highest level in Northern Ireland but that implementation is in its relative infancy.

The key challenge that is faced in Northern Ireland is to educate governing bodies and clubs about the principles of talent identification as currently there is no capacity or infrastructure to take an 'industrialised' approach to the issue. Furthermore, given funding constraints, there is a realisation that there will be no new money for sport. Consequently, the challenge is to make optimal use of existing resources and in this context the pragmatic view is that talent identification systems will have to evolve organically rather than via large step changes.

4.3 CSF 3. Talented young athletes receive multi-dimensional support services appropriate to their age and level that are needed to develop them as young athletes at the highest level

Support services for talented young athletes are coordinated centrally and are delivered via the PDCs. These services are aimed at athletes who are confirmed talents and who are in a talent development phase. The core services provided are strength and conditioning and physiotherapy. Other non-core services are provided on an 'as needed' basis and these include: sport psychology; nutrition; sports medicine; lifestyle support; and media

training. Underpinning all of these services is a system of 'performance planning' which is provided by SINI as the majority of coaches that work with talented young athletes do not have the skills and experience to deliver the services needed on their own. This point is yet a further reinforcement of the notion that Northern Ireland's talent identification and development programme is in its infancy.



4.4 CSF 4. Talented young athletes receive nationally coordinated support for the combination of sports development and academic study during secondary education and where relevant primary education

There is no nationally coordinated programme in Northern Ireland that enables children in primary and secondary education to combine academic and sporting careers. In the first round of the SPLISS research it was found that in the Flemish part of Belgium and in the Netherlands talented young athletes could be granted a special legal status enabling them to combine dual academic and sporting careers at school. In the cases of Flanders and the Netherlands there is a realisation that in small populations talented young athletes are rare and thus it is important to identify, develop and retain as many of this pool of potential as possible. In part this is achieved with formal recognition and special treatment in schools.

By contrast, in Northern Ireland although there is no national coordination of schemes of this type, there are isolated examples whereby interventions are made, but the 'system' in Northern Ireland is best described in the words of the interviewees:

"It's not nationally coordinated, because to be nationally coordinated the schools would need to be brought into it. To paint that picture of the system would be totally wrong. That's a weakness."

"On an individual athlete basis we do [negotiate special treatment for talented young athletes], I've been to school headmasters and heads of PE trying to negotiate the programme of a talented athlete and how it can be managed. But it's based on luck though."

4.5 CSF 5. Talented young athletes received nationally coordinated support for the combination of sports development and academic study during higher education

As is the case at primary and secondary school, there is no nationally coordinated approach to supporting talented young athletes during higher education. Some universities may offer sports scholarships on an ad hoc basis to certain athletes but these are more likely to be people who will make a good contribution to university sport rather than being elite sport talents. Looking at elite sport and education as a whole, the contributors to Pillar 4 were asked to identify the strengths and weaknesses of the system in Northern Ireland:

Strengths

"There are situations where children have actually moved schools knowing that a particular school is a better environment with better coaches. Although there is no formalised system, these are in effect elite sport schools."

"In certain circumstances, it is possible for ad hoc arrangements to be made in schools and colleges to help young people in their sporting careers."

Weaknesses

"There is no formal system as such."

"Schools tend to prioritise major sports/team sports and this can mean that those with a talent for other sports are unable to reach their full potential or have a pathway to a higher level."

"There is little understanding in schools of how to manage athletic talent."

The professionals involved in talent identification and development at the highest level in Northern Ireland hold the view that a nationally coordinated system would be a significant and positive improvement on the current situation, as indicated in these quotations:

"If it was an ideal system then in primary school there would be an option for you to pursue a sporting career. I think there are barriers there at the moment, primarily you go to school to learn how to write, sports are seen as a bit of a bonus."

"I believe that having a nationally coordinated elite sport and education system would have a significant impact on our ability to retain talent in the system. I think there's a huge amount of leakage of people who could be potentially elite performers who lose out because they are forced into making educational choices. There isn't the flexibility for them to study and perform at an elite level unless they happen to be in the right place at the right time. Here [in Northern Ireland] it's all about academic performance, so often we will lose significant numbers of performers in that transition stage, not so much at A level but certainly when they go to university."

4 Pillar Four

Summary

Strengths

The key strengths of the elite sport system in relation to Pillar 4 are:

- There are professional appointments in sport at national level with explicit responsibility for talent identification and development.
- Some governing bodies are realising the need for a systematic approach to talent identification and development.
- As the various networks develop, the capacity of the system is growing, such that national officers are able to take an enabling role rather than a direct provision role.
- There is an increased acceptance in Northern Ireland that talent identification development is a critical area for development and as such requires ongoing investment.
- Within some sports the principles of talent identification and development are being embedded.

Weaknesses

The key weaknesses of the elite sport system in relation to Pillar 4 are:

- The culture in Northern Ireland which tends to value academic achievement above all else creates a perception that sport is not a viable career choice.
- The education system at all levels does not support dual careers that enable both academic study and elite level sport (see separate strengths and weaknesses above).
- Education competition systems do not provide talented young athletes with the appropriate level of competition.
- The knowledge and skills' base of coaches in the performance sport system can be limiting factors and there needs to be extensive continuing practitioner development to enable these coaches to function at a higher level.
- Too few full-time professional coaches who could commit to talent identification and development work on a full-time basis.
- Although Northern Ireland is a small country, facilities for elite sport are considered to be insufficient, notably the standard of facilities and the access that athletes have to these facilities. Opening up facilities in some of the more well provided for schools and the creation of satellite centres is seen as being a potential solution.

Suggestions for improvement

"Sports need to be continually prioritised within Northern Ireland."

"The budget has to continue to be there, we can't continue with the political thing in this country of 'oh well we invested in that so we are done'. It needs to be continued and if possible the resource needs to be increased. Resource needs to be provided across all those pillars that's what we need to do but at the minute we are performance focused."

"What I think about here is I don't know how we break what happens in education. We obviously have this thing with Clubmark NI (a quality system for sports clubs) now to enhance club practice but I am just wondering if that is something in the future that schools could do?"

"We need some joined up thinking and working. There are two specialist sports colleges through the Youth Sport Trust programme although these were developed without support from Sport NI. That's a good example of how it doesn't work."

Pillar Five



5 Pillar Five

Athletic Career and Post Career Support

'Elite' is the stage of excellence, attainment of publicly recognised excellence and, in particular, representing a club or country at national or international level. This is also a transition in which a number of athletes do not progress to the next age category (Wylleman and Lavallee, 2003). A transition creates a developmental conflict between 'what the athlete is' and 'what he or she wants or ought to be' (Alfermann and Stambulova, 2007, p.717). Various support systems have been set up by nations in order to increase their number of elite athletes, and to provide an optimal elite sport climate. An elite sport climate is defined by Van Bottenburg (2000) as "the social and organisational environment that provides the circumstances in which athletes can develop into elite sports athletes and can continue to achieve at the highest levels in their branch of sport" (p.24). Particular attention is paid to the transition from junior athlete to senior level. The life span model from Wylleman and Lavallee (2004) allows for the combination of a developmental (i.e. chronological from junior into senior level) perspective and a holistic perspective on how challenges occur at different levels of development (i.e. athletic, psychological, psychosocial, academic/vocational) during athletes' progress from junior level/league into senior level, league or (semi-) professional sports.

In many nations, athletes pursuing their sport are recognised as and treated as employees who receive funding for living and sporting costs, which is sometimes linked to a

minimum wage. To develop our understanding of athletic career support this pillar will examine: individual lifestyle support available to athletes and the coaching provided to them. Finally career termination is considered as a significant experience in sport (Murphy, 1995). Having had the opportunity to be provided with a sense of personal competence and mastery, social recognition, personal enjoyment, and numerous satisfying social relationships as a result of competing at the international sport level (Scanlan, Stein, and Ravizza, 1989; Taylor and Ogilvie, 2001), it is not surprising that the transition out of elite sport may be a difficult time for retiring athletes (Reints and Wylleman, in press). Athletic retirement has become a typical area of study and several nations have set up programmes to support the transition out of sport (Reints and Wylleman, in press).

In Pillar 5 we aim to assess the athletic career and post career support by addressing ten CSFs in four key areas:

1. There is a nationally agreed definition of an elite athlete for all sports.
2. The individual living circumstances of athletes are sufficient so that they can concentrate on their sport full-time.
3. There is a coordinated support programme for elite athletes.
4. Athletes can receive post career support and are adequately prepared for life after their sports career.



5.1. There is a nationally agreed definition of an elite athlete for all sports

There is a standardised definition in Northern Ireland across all Olympic and non-Olympic sports to define which athletes are eligible for support and direct funding. Sport NI and SINI, with the governing bodies, agree the standards of athlete performance, and these are bespoke to the sport, under three headings of ‘world class’, ‘international’ and ‘developmental’. The investment programme is, however, not constrained to Olympic, Paralympic or Commonwealth sports; it is open to any sport recognised by Sport NI. Governing bodies have to agree standards in order to make an application on behalf of their athletes.

The latest athlete database in Northern Ireland indicates that, in terms of Olympic sports, the population for each group are: World class (15 athletes), International (13 athletes and 2 teams), and Developmental (30 athletes). For non-Olympic sports,

the populations are: World class (10 athletes), International (18 athletes), Developmental (16 athletes and 1 team).

In terms of performance in 2011:

- Level 1: Elite athletes performing at the world top three (won medals) (a) number in Olympic disciplines (2 both golf) (b) number in team sports (0).
- Level 2: Elite athletes performing at the world top eight (reached finals in the most recent Olympic Games/World Championships) (a) number in Olympic disciplines (5, 2 boxers; 1 golfer; 2 sailors) (b) number in team sports (GB Hockey has 2 Northern Ireland players, Northern Ireland Netball team was 8th at World Championships in 2011).
- Level 3: Elite athletes performing at the World top 16 (a) number in Olympic disciplines (4, in addition to Levels 1 and 2) (b) number in team sports (3, Ireland Male Hockey and Female Hockey teams, Ireland Men’s Cricket team).

5.1.1. Standardised definition of eligibility for support and funding

Sport NI agrees standards with sports through negotiation and comparison across sports and this is the same process for every sport.

5.2. Living circumstances of athletes are sufficient

5.2.1. Athlete monthly income is sufficient

Overall, 19% of athletes (N = 18) in the survey receive a monthly salary, the majority of which comes from Sport NI. Nine athletes (of the 18) stated that the funding is sufficient to train full-time; four stated it was sufficient to train part-time, and five stated it was insufficient. A greater proportion of athletes (63%) receive other reimbursements, such as: travel costs (81%), support to participate in international competitions (66%), car (10%), equipment/clothing (53%), general training costs (49%),

The investment programme is, however, not constrained to Olympic, Paralympic or Commonwealth sports; it is open to any sport recognised by Sport NI.

insurances (34%), medical costs (19%) and meals at training facilities (25%). However, only 34% of athletes stated that the reimbursements are sufficient to pay for the costs incurred. For those athletes who receive funding:

- Average financial support (wages): £5,227 per year.
- Average reimbursements (for those receiving an amount): £6,690.
- Average sponsorship: £2,500 (excluding one athlete who receives a vastly significant amount).
- Average prize money: £791.

Elite athletes in Northern Ireland can receive direct financial support for training and to help them commit full-time to their sport. Within the 263 athletes on the programme (including individual athletes and members of squads/teams), a small proportion are part-time. The financial support is not meant to be a monthly wage sufficient to pay for living costs and enable athletes to train on a full-time basis; it is there to offset basic living costs. The support is paid out monthly, but it is not meant to be a monthly wage. The maximum amount which could be paid is £21,000 p.a. Athletes are allowed to have additional earnings but must declare these to Sport NI via annual updates. There are no bonuses in place for achieving medals.

5.2.2. Employers are supportive of athletes' careers

62% of athletes (N = 26) rated the support of their employer as positive.

5.2.3. Elite sport is a full-time primary activity for elite athletes

Only 19% (N = 18 athletes) stated that they are a full-time athlete only, 15 of which were competing in Olympic sports. They stated they were: full-time students (46%); a part-time student (5%); in full-time employment (19%); and, in part-time employment (11%).

5.3. There is a coordinated support programme for elite athletes

5.3.1. Coordinated support programme for elite athletes

Sport NI and SINI run a coordinated programme of support for elite athletes at different levels under the Athlete Investment Programme; which

has two strands. First, 'sport' costs; which are allocated to the governing body against named athletes, and second, 'living' costs; which go directly to the athletes. Developmental athletes would not normally get direct living cost investment; which is earmarked primarily towards full-time athletes. There are guidance documents for support ('Athlete Investment Programme Sports Costs and Living Costs Guidance Documents and Application Forms').

The Athlete Investment Programme allows athletes to obtain financial support for areas such as sports medicine, coaching, and performance lifestyle management. Sport NI and SINI work closely together when allocating financial investment for elite athletes. This is a joint process which (a) reviews applications and (b) meets with the Performance Director/national coach to discuss the plan for each athlete. Some athletes, who





are unable to access any services in Northern Ireland due to their location, can use funding provided by Sport NI to purchase services from external providers, however the majority of funded athletes use SINI as a main training base and use the institute for such services.

SINI delivers support services to eligible athletes. SINI has the sports medicine unit (medical support, physiotherapy, soft tissue management); performance science unit (physiology, performance analysis) performance skills unit (lifestyle management and psychology), performance planning unit (advise the best use of the services), and high performance coach development. Many sports are not specific about how they use services and need assistance. These services have been extended to some developmental athletes through PDCs which focus on physiotherapy and strength and conditioning i.e. physical development of athletes at the younger stage. These centres are based in Lisburn, Belfast and Cookstown. They aim to develop athletes to ensure that some will make the transition into SINI and access its wider range of services. Targeted additional support is provided e.g. to the ones who are trying to qualify for London 2012 etc., however, there is no policy or strategy in place - senior management and heads of service units prioritise athletes on an annual basis.

5.3.3. Coordinated support programme to support the junior to senior transition

Sport NI run a coordinated programme to support the transition from junior to senior athlete via the unit described in section 4.1. Staff members assess athletes in terms of strength, conditioning and physiotherapy and this is being widened to include lifestyle management. SINI staff are aware of the athletes that are about to make a transition to senior level and focus on them. Approximately 75 athletes can make use of these services and approximately ten athletes are making use of such services to support the junior-senior transition. Athletes can make use of services provided by this programme from 'one year before the junior-senior transition' until 'two years after the junior-senior transition'. Where athletes are making the transition to senior level they have staff and services available for as long as they need them. Athletes, coaches, managers, athletic trainers, and parents can make use of services provided by this programme.

Sport NI and SINI run workshop programmes for coaches who deal with athletes making the transition; this also includes coaches who are making the transition themselves. This has included team managers at senior level in the junior to senior support programme, and workshops

for parents. Schools/teachers are not part of the transitional programme, although if individual athletes emerge and are engaged in a significant transition, the school might be involved on an individual, but not coordinated, basis. Northern Ireland does not have significant numbers of junior athletes making the transition; therefore the focus can be more about the individuals and creating bespoke solutions. The support services athletes receive during the transition from junior to senior athlete are:

- Life skills: media training; nutrition training; prevention of drugs in sport; problem solving skills; goal setting skills; self-motivation skills; organisation skills; transition skills; communication skills; relationship skills; networking skills; time management skills; and stress management.
- Education management: distance learning; flexible exam schedule; and flexible study schedule.
- Health management: medical support; sport psychological support; and clinical psychological support.
- Financial support and management: financial management and minimum wage.

This programme to support the transition from junior to senior athlete has not been evaluated.

5.4. Athletes can receive post career support

5.4.1. Post career support programme

Sport NI provide services during the athletes' career specifically to prepare them for their post-athletic career through the lifestyle management staff and performance skills unit, although it is not documented in the athlete agreement or in any of the formal plans. SINI also offer a post-career support programme to assist athletes for at least six months after their career as an athlete. This includes areas such as support with job applications, interviews, CV's, etc. When an athlete attends a major event like the Olympics, they generally go into that event knowing what's going to happen beyond it, although there are no initiatives in place at present to recruit retired athletes into employment in the sports sector.

5.4.2. Availability of partnerships to guide athletes post career

Sport NI do not have specific agreements or partnerships with agencies to guide elite athletes during and after their career.





5 Pillar Five

Summary

Drivers of change

- The National Lottery. Prior to that, financial support for athletes was not there.
- This changed the priorities in terms of the focus for athlete support.
- Under the old system, a sport would not have prioritised spending resources on individual support.

Strengths

The key strengths of the elite sport system in relation to Pillar 5 are:

- The support has grown over the last nine years, from one to three support staff.
- Ability to deal with athletes on an individual basis rather than programmes.
- Ability to involve coaches as well as athletes.
- Creation of flexible study options at universities in Northern Ireland have benefited a number of elite athletes.

Weaknesses

The key weaknesses of the elite sport system in relation to Pillar 5 are:

- The approach is short-term, with regards to the financial side (annual investment) and it is set against the achievement of targets.
- There is no specific financial support to help athletes make the transitions to the next stage (senior).
- The system can be quite 'ruthless' and perhaps does not reflect the full career path of an athlete - it is not always the best approach to supporting athletes, largely in terms of the financial aspects.

- Need for more flexibility around the provision of educational opportunities within further and higher education facilities.
- There is a big challenge at the transition phase, especially retaining athletes in Northern Ireland.
- A lack of training partners - athletes sometimes do not have an intense enough environment, or sufficient access to facilities.
- If more athletes were retained then more intense services could be 'wrapped around' a greater number of athletes although Sport NI understand why some athletes currently go outside Northern Ireland.

Suggestions for improvement

"Over the years, to ensure the governing bodies are looking after our athletes sufficiently and are aware of all of the issues around them, a lot of work has been done about raising awareness of the issues that are associated with the major transitions. Governing bodies do not want to lose athletes and sometimes issues outside the direct sporting ones contribute to the loss of an athlete."

"We think there's more work to do and I think some governing bodies (even from their ability to attend and interact at our workshops) are clearly addressing it while others appear not to be."

"It is clear that when you have indigenous people running a particular sports programme they tend to have a longer term view and are more concerned about making sure those athletes are retained inside the pipeline."

If you have appointments that are coming into place which are perhaps shorter term they tend to focus on a certain area of that pipeline and not worry so much about the transitions. That is something that our sports need to be aware of. The fact of the benefits of having someone who is contracted for a longer term is required by the sport to have a longer view. Once they do that those transitions become part of you and your way to manage them becomes part of where we can add some value."

"Northern Ireland is such a small place - we can't afford to let there be leakage of talent so therefore we need good transition programmes."

"Other sport systems allow you to provide some sort of incentive to encourage the athlete to study something while they are an athlete. It may be that we could attribute a percentage (of funding) towards the athlete, a percentage towards doing something as well, but we have not been allowed to do it. We had ideas about putting a programme on the ground where athletes could bid for an amount of money to help them to do their study but we've never been allowed to do that. It might help to keep people here because I think our Assembly is saying that they do not want to increase university fees and that may help to reduce the number of athletes who head over to England or Scotland, etc."

Pillar Six



6 Pillar Six

Training Facilities

Pillar 6 is concerned with elite sport facilities and infrastructure. These factors were identified as being important by, among others, Oakley and Green (2001) who identify 'well developed and specific facilities with priority access for elite athletes' as one of ten characteristics commonly found in elite sports development systems. In addition to sport specific training facilities, elite sport institutes also have administrative headquarters and close links with education and sports medicine/science facilities. These elite sport institutes are costly and in smaller nations less expensive facilities may still be beneficial. Research has found that large institute networks (in France and Australia) evolved from large centralised concerns funded by public means to commercial partnerships; and, in to both central and regionally spread networks. Key reasons for this include reducing distances and travelling times for athletes between their homes and their training venues; and reducing 'homesickness' and under performance in young athletes particularly. The 2008 SPLISS study suggested that smaller nations (geographically) may have a competitive advantage in this respect, as athletes and coaches do not have to travel far for training.

Pillar 6 examines the existing network of national and regional elite sport facilities in Northern Ireland, as well as the coordination and planning to create facilities for a conducive 'work' environment for elite athletes. Ten CSFs are considered in the following three areas:

1. Nationally coordinated planning: sport facilities and elite sport facilities throughout the country are recorded and the needs of athletes and coaches are known and clearly mapped out.
2. There is a network of high quality national/regional elite sports centre(s)/facilities, where athletes can train in appropriate conditions at any time of day.
3. There is specific funding provided for the building and renovation of elite sport facilities.

6.1. Nationally coordinated planning: sport facilities and elite sport facilities throughout the country are recorded and the needs of athletes and coaches are known and clearly mapped out

6.1.1. There is a database available of sport for all/ grassroots sport facilities in Northern Ireland and their characteristics regarding availability and quality (for elite sport use)

Sport NI developed and manage a database for recording information on all sports facilities throughout Northern Ireland. 'Active Places NI' records data under 19 sports facility types and lists information relating to the quality, condition, accessibility, universal access and ancillary facilities at each individual site. Given that in Northern Ireland there are very few 'elite' facilities, the database is dominated by community based facilities at which elite athletes can train if they deem them to be fit for purpose. However, the database itself is not designed specifically to inform about use by elite sport.

6.1.2. Is data available on the needs of elite athletes/ coaches re-training/ competition facilities?

2009 research by Sport NI - the 'Active Places Research Report, Bridging the Gap, 2009' identified a significant shortfall in sports facility provision generally throughout Northern Ireland. The report presents the findings of the Facilities Planning Model and the

National Playing Fields Association 'Six Acre Standard'. In the absence of a regional sports participation survey (at the time of research), this work was based on the adult participation rates from English and Scottish surveys.

The Performance Unit at Sport NI interact on a regular basis with a number of the governing bodies to determine the facility needs of elite athletes within particular sports (Sport NI - Athlete Support Programme, Athletes' Feedback Survey 2009). Through the Government funded 'Elite Facilities Programme', from which the elite (50m) pool will be the first project delivered in early 2013, the process identified the high performance facility requirements of elite athletes across a range of sports. This information remains available and provides the baseline for high performance requirements. Unfortunately, the Elite Facilities Programme funding has been suspended by the Northern Ireland Executive due to constraints linked to the current economic climate.

"We have this information logged and used it to select the schemes which we believed had the greatest prospect of success. However, due to the cut backs there are no staff working at present on the Elite Facilities Programme apart from monitoring progress on the 50m pool."

There is a Capital Programme Team within Sport NI responsible for the delivery of projects linked in most cases to facilities; however, the types of facilities currently being funded in the main are generally not suitable for elite athletes. The facility renovations may be useful to elite athletes but the main focus is community provision. The Sport NI team responsible for the Capital Programme make sure

facilities are available for use by the groups that were identified within the requirements of each capital project.

6.1.3. Travelling times of elite athletes and coaches to and from training facilities

There is no detailed data available on the travelling times of athletes to and from training facilities. However, based on the information gathered in connection with this project, athletes on Olympic programmes spend more than 6.5 hours per week travelling on average. However, half of the athletes spend less than five hours 13 minutes travelling. Not all elite athletes train in Northern Ireland due to the structure of elite sport in the UK (see the introduction to all the pillars) and these figures do not include training outside The Province.

Across all sports (including culturally significant sports beyond the Olympics) athletes reported that (on average) they spent six hours per week travelling to and from training. If those athletes who reported 20 hours or more travelling are removed, the average time spent travelling to and from training reduced to five hours and 24 minutes. Overall, some 57% of athletes spent up to five hours per week travelling.

Although formal research is not available at this time, Sport NI could conduct a basic 'travel time' exercise to determine time spent travelling to facilities. By using information already available i.e. the home address of each Sport NI funded athlete, their preferred training locations and frequency of use, we could provide some basic data on athletes' travel times.



6.2. There is a network of high quality national/regional elite sports centre(s)/facilities, where athletes can train in appropriate conditions at any time of day

6.2.1. Are there sufficient high quality sport facilities either exclusively for, or with prioritised use for elite sports?

There is limited high quality national or regional sports facilities in Northern Ireland, with only one facility (SINI) offering exclusivity for elite athletes. As suggested previously in this pillar, the majority of sports facilities in Northern Ireland are aimed at community recreation, although some are suitable for competitive sport.

The new 50m pool in Bangor will be a high performance centre aimed at the aquatic sports; however, it will also maintain the community focus so prevalent within the sporting provision across Northern Ireland. As suggested in Pillar 2, the rationale appears to be facility provision which combines both mass participation and elite sport. The Appendix to Pillar 6 provides the latest data from Active Places NI.

Interestingly, almost 59% of the elite athletes surveyed, reported that they had full-time access to a national high-performance training centre; however, whether they were referring to SINI specifically is unclear. Moreover, elite athletes were asked to rate

various aspects of elite training and competition facilities in NI according to their own experiences of them. Almost 45% felt they were of at least 'fairly good' quality, whilst 35% felt availability and accessibility was 'fairly good'. Apart from these athletes, a further 24% and 34% respectively felt that quality and accessibility were 'reasonable'. When coaches and Performance Directors were asked the same questions, 60% reported the quality and accessibility of elite training and competition facilities as 'fairly low' or 'very low'. This finding is perhaps not surprising given the apparent absence of dedicated elite facility provision.

6.2.2. Network of high quality national/regional elite sports centre(s)

There is no network of high quality national/regional elite sports centres in Northern Ireland. Supporting SINI are three PDCs which act as strength and conditioning hotspots for athletes if they are unable to attend SINI. These PDCs are included within existing leisure facilities rather than centres in their own right and are based in Belfast, Lisburn and Cookstown.

There is also a national facility for 'outdoor sport' at Tollymore. The centre caters for a large number of sports with a vast array of equipment and expertise and provides an administrative headquarters for adventure sport.

6.2.3. Can athletes have full-time or priority access to high level training facilities?

Northern Ireland has many full-time athletes that access a variety of venues, including SINI, for high performance training and support. In relation to SINI, priority access can be arranged at certain times of year in consultation with partners the UU. The university is also able to free up accommodation for athletes outside term time. SINI has an agreement with UU whereby it is:

"... supposed to get priority access to the facilities. In some we do, and in some (such as the pitches) it is not true priority as we cannot displace people. So we get one time in the year where we have to predict that the pitches, etc. will be free at that time. It is not true priority access for high performance athletes."

Moreover, athletes can access the regional performance centres if required for strength and conditioning work. Some 42% of athletes reported that they did have full-time access to a national high performance training centre; however, it is not clear whether or not they were referring to SINI. SINI has athletes using the facilities outside high performance programmes but who are in governing body programmes; there is also community provision for young people from university; consequently it is not possible to quantify exactly how many young talents/elite athletes

There is limited high quality national or regional sports facilities in Northern Ireland, with only one facility (SINI) offering exclusivity for elite athletes.

make use of SINI provision. However, Sport NI and SINI personnel estimate that around 200 athletes connected with national high performance programmes have used the Institute's facilities at least once in the last year (i.e. in 2011).

The answers provided in section 3, in relation to the training structure in

Northern Ireland, make it difficult to classify the elite sport training provision in Northern Ireland according to the stated SPLISS parameters. Whilst SINI is the central elite facility, it does not cater for every elite athlete. Moreover, if the system is viewed as both centralised and decentralised; it is important to note that the regional facilities are in the main aimed at the local community.





6.3. There is specific funding for the building and renovation of elite sport facilities

The Elite Facilities Programme included the provision of the new 50m pool, which will be externally managed by North Down Borough Council when it is ready in early 2013. However, as suggested elsewhere in this document, activities are on hold due to funding constraints.

6.3.1. Can governing bodies (or clubs) receive funding for the renovation and building of sports facilities and elite sports facilities for their particular sport?

National governing bodies do not normally receive funds for the building of elite sports facilities specific to their sport. However, it is important to note that they could receive funds, but tend not to apply.

As suggested previously, the Elite Facilities Programme was expected to contribute a number of large capital projects and the only one that went ahead was the 50m pool, which involved the aquatic governing bodies throughout the design and consultation stages. Sports clubs are funded primarily to increase participation in their respective sport and also to a lesser extent to improve athletic performance and governance.

6 Pillar Six

Summary

Drivers of change

- SINI developed from the UK government's aspiration to have a sports institute servicing the UK and it was decided to de-centralise and to have regional sports institutes. SINI developed in 2002 to take athletes with podium potential, and turn them into podium reality.
- Northern Ireland's worst ever performance at the Melbourne Commonwealth Games in 2006 was a watershed and led to more focused public policy around sport which ultimately resulted in increased government investment in elite sport. SINI (and Tollymore National Outdoor Centre) are funded by the government (DCAL) and through Sport NI (see Pillar 1). SINI is in its second cycle of lottery funding but there is a limit to the number of occasions in which lottery money can go into the same project.

Strengths

The key strengths of the elite sport system in relation to Pillar 6 are:

- SINI was developed specifically with elite athletes in mind. A significant number of recent successes have come from Northern Ireland athletes who have made use of the improved strength and conditioning facility network and services delivered by SINI.
- Tollymore National Outdoor Centre provides a headquarters for adventure sport activities in Northern Ireland and has made a significant impact to the standards of coaching and the quality of leaders for these activities.

Weaknesses

The key weaknesses of the elite sport system in relation to Pillar 6 are:

- The primary concern is a perceived short fall/lack of provision for elite athletes. There is a need for an increase in the number of different elite sport training facilities across Northern Ireland.
- The less dense population in Northern Ireland compared to England, for example, means that it can be a challenge in trying to turn facilities into viable businesses, or in making them sustainable.
- There needs to be more strategic provision of elite (training and competition) facilities across the island of Ireland. For example, there is not much point in having one facility south of the border and one north of the border that replicates it.
- SINI has expanded its role and remit since its inception, so much so that it caters for 28 sports rather than the original four core sports it was set up to support. This expansion has resulted in the Institute now having limited extra capacity or space for storage and necessitates careful consideration about the use of the space available.
- Opening SINI at all times of the year is another challenge as it can only open (at the moment) when the university has the people to staff it. E.g. it shuts over Christmas and on certain other occasions during the year.

Suggestions for improvement

"To take Irish sport to the next level, from a facility point of view it would be for the Elite Facilities Programme to be re-instated and re-looked at. There is a real issue with the short fall and getting access to the provision that we have and whether it is actually good enough. The Elite Facilities Programme is only the tip of the iceberg but at least it would have been a start."

"The access to the school estate is more of a solution to the shortfall in community based recreation facilities rather than elite sport. We do not have any specialist sports colleges so therefore the chances of having a school in NI with elite sport is probably limited, although there will be some but just for mainstream sports."

Active Places NI Facility Data as at April 2012

Figure 15: Indoor Sports Facilities (Competitive) – Sports Halls

| No. of Badminton Courts | Community | District Council | Education* | Gov Body / Club | Private | Total |
|-------------------------|-----------|------------------|------------|-----------------|----------|-----------|
| 4 | 2 | 12 | 38 | 2 | 2 | 56 |
| 5 | | 2 | 4 | 1 | | 7 |
| 6 | | 14 | 3 | | | 17 |
| 8 | | 4 | 1 | | | 5 |
| 10 | | 1 | | | | 1 |
| 12 | | | | 1 | | 1 |
| Total | 2 | 33 | 46 | 4 | 2 | 87 |

* Education four-court halls are generally built to an unacceptable standard for competitive sport. Also significant issues regarding community access to the school estate. All education four court halls should be discounted.

Figure 16: Outdoor Sports Facilities – Grass Pitches

| Sport | Community | District Council | Education* | Gov Body / Club | Other | Private | Total |
|---------------------|-----------|------------------|------------|-----------------|----------|-----------|-------------|
| Cricket | | | 1 | | | | 1 |
| Gaelic games | 5 | 45 | 84 | 284 | 2 | | 420 |
| Hockey | | | 3 | | | | 3 |
| Hurling | 2 | 2 | 5 | 11 | | 2 | 22 |
| Multi-sports | 3 | 3 | 6 | 3 | | 1 | 16 |
| Rugby | 1 | 16 | 125 | 87 | | 4 | 233 |
| Soccer | 14 | 496 | 154 | 104 | 2 | 16 | 786 |
| Total | 25 | 562 | 378 | 489 | 4 | 23 | 1481 |

* There are significant issues regarding community access to the school estate and community use is limited.

Figure 17: Outdoor Sports Facilities – Synthetic Pitches

| Sport | Community | District Council | Education* | Gov Body / Club | Other | Private | Total |
|--------------|-----------|------------------|------------|-----------------|----------|-----------|------------|
| Cricket | | | 1 | | | | 1 |
| Gaelic games | | 1 | 4 | 3 | | | 8 |
| Hockey | | 21 | 21 | 6 | 1 | 2 | 51 |
| Multi-sports | | 2 | 3 | 1 | | 1 | 7 |
| Rugby | | | 2 | | | | 2 |
| Soccer | 3 | 33 | 9 | 6 | | 15 | 66 |
| Tennis | | 1 | | | | | 1 |
| Total | 3 | 58 | 39 | 17 | 1 | 18 | 136 |

* There are significant issues regarding community access to the school estate and community use is limited.

Figure 18: Outdoor Sports Facilities – Tennis Courts

| | Community | District Council | Education* | Gov Body / Club | Church | Private | Total |
|--------|-----------|------------------|------------|-----------------|--------|---------|-------|
| Courts | 1 | 56 | 122 | 13 | 2 | 10 | 204 |

* There are significant issues regarding community access to the school estate and community use is limited.

Figure 19: Indoor Sports Facilities – Swimming Pools

| Pool | District Council | Education* | Private | Total |
|--------------|------------------|------------|----------|-----------|
| 25m | 38 | 8 | 1 | 47 |
| 50m | 2** | | | 2 |
| Total | 40 | 8 | 1 | 49 |

* There are significant issues regarding community access to the school estate and community use is limited.

**Under construction. North Down is a ten-lane competitive arena; Magherafelt is a six-lane training tank.

Pillar Seven



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Pillar Seven

Coach Provision and Coach Development

Pillar 7 focuses on the different areas of career development for coaches and the existence, or otherwise, of high level opportunities for coaches to develop all aspects of their elite coaching career. Secondly the pillar addresses the employment status of coaches and the provisions made for coaches.

The quality and quantity of coaches is important at each level of the sport development continuum. At the top performance level two criteria arise in the comparison of how policy impacts on the development of elite coaches. The first considers the quality and organisation of training certification systems and how nations try to develop or attract the best coaches. The second is concerned with the individual living circumstances of (elite) coaches. In many countries it is often hard to become a professional coach, due to a lack of recognition for the job by the State, and insufficient social security support systems or opportunities for career development. Just like athletes, many hours of time must be invested in training and individual talent is required to become a world leading coach. However, the system for the development of elite coaches seems to be relatively immature in most nations.

As indicated by De Bosscher et al. (2008), there seems to be a collective realisation that athletes as well as coaches need to apply themselves full-time to achieve their potential. The influence of access to world-class coaching is widely accepted by athletes as the most important support service that they receive (De Bosscher, 2007). This finding is confirmed by Green and Houlihan's study in 2005. In addition, Sport Matters acknowledges the key role of coaches and coaching in delivering sport participation and performance targets in Northern Ireland.

Pillar 7 assesses coach provision and coach development by considering numerous CSFs in four key areas:

1. There are a sufficient number of well trained and experienced elite coaches in the country.
2. Coaches get sufficient opportunities to develop their coaching career to become a world class elite coach.
3. Coaches' individual living circumstances are sufficient for them to become professional coaches.
4. The status of coaches: the job of coaches is recognised as valuable throughout the country.

7.1. There are a sufficient number of well trained and experienced elite coaches

There are four CSFs in this section of the pillar, which begins with the availability of a database of coaches.

7.1.1. Database of coaches

There is a database of elite coaches who are part of Sport NI's high performance programme. At present there are 19 coaches on that database and Sport NI are aware of their training development needs. Sport specific governing bodies do not contribute to an overall national database, although a number of all Ireland governing bodies contribute to an all island database which has been developed by Coaching Ireland, however this is still at the early stages of development. The details on the elite database show the qualification details and the job status for each coach but it does not record the date qualifications were obtained. The database is updated regularly (i.e. at least once a year). In terms of youth coaches, there is a database that Sport NI can access, but it's not a Northern Ireland database. Sport NI do not have this information because Northern Ireland does not govern the coaching qualifications, they are either UK or an 'all Ireland' qualification.

7.1.2. Qualified elite coaches

Sport NI engages with 19 coaches through the high performance coach development programme, purely for Olympic sports. In total there are 50 elite coaches in Northern Ireland, although this figure includes indigenous sports, for example, there are nine coaches that are operating at

a peak level in Gaelic football. Of those 19 coaches, 13 are professional with the remaining six semi-professional.

The athlete survey (N = 94) revealed that 86% of athletes rated their elite coach's "knowledge/expertise at the highest international level" as either "very high" or "fairly high" and 80% of athletes suggested that their coach was currently "the most appropriate coach for me at this stage of my athletic career".

7.1.3. Coaches experience as an athlete

Overall, 70% of coaches and 60% of Performance Directors who responded to the survey had competed at International/Elite level (the highest) in their own career.

7.1.4. Strategy to attract the world's best coaches

The PDP has been devised by Sport NI and is specifically targeted at developing high performance coaches that are working within the Northern Ireland system. One of the key outcomes of the programme is to retain coaches within the Northern Ireland system and have a positive impact on it. The programme aims to increase/create the transfer of knowledge of elite coaches and focuses on practitioner development. Notwithstanding this, Sport NI does not have a particular strategy to attract the world's best coaches/ other experts to train elite athletes; therefore Sport NI does not take specific initiatives to create transfer of knowledge of foreign elite coaches among domestic coaches.

National governing bodies in Northern Ireland can, technically, use their funding to attract the world's best coaches as individual sports can use the funding they have received to employ elite coaches. Governing bodies receive their funding allocation and if they choose to add an additional amount of money to that in order to attract the world's best coaches, there are no restrictions in place. An example of this in Northern Ireland is triathlon, where the high performance coach is Chris Jones (one of the world leaders in triathlon coaching). Sport NI contribute to funding his post i.e. the governing body uses its funding to try and employ the best coach. However, it is highly unlikely that governing bodies would routinely employ the world's best coaches as the level of funding is not high enough.

7.2. Coaches get sufficient opportunities to develop their coaching career to become a world class elite coach

7.2.1. Coach education coordination

Sport NI is the national coordinating organisation responsible for the formal development of elite coaches, which aligns the different courses in different sports and facilitates the organisation of coach development. Sport NI aims to align coach education between the Sports Coach UK (British) and Coaching Ireland (Irish) elements, and transfer details into the PDP. Sport NI only run practitioner development for the people that are at the top end of the spectrum, i.e. the true high performance coaches. Qualification levels and certification are held by



Sports Coach UK/Coaching Ireland, Sport NI manage the relationship.

7.2.2. Coach education from the lowest level to the highest level

In Northern Ireland the Level three qualification is the maximum qualification being delivered, coaches travel to England to undertake Level four. The delivery of elite coach education is not available in Northern Ireland on a regular basis, as it is when compared with the UK mainland, but there is access to it through Sport NI. The 'stretch' of coach education provision for elite coaches is an area for development in Northern Ireland. National qualification levels are evaluated via the European Qualifications Framework (EQF),

although there is still work to be done to fully align the process. Coaching Ireland is still aligning to the new national framework in Ireland (called FETAC and HETAC).

Sport NI provide financial and other support services to participants in the elite coach qualification scheme through the PDP. Coaches get support, guidance and a level of financial support. Coaches are required to hold the qualification below the one they want to take in order to progress through the elite level coaching qualification scheme. For example, in the case of the Level four qualification, having the Level three qualification (and having international coaching experience) is, generally, the pre-requisite. The universities in Northern Ireland are not involved in the development of coaches; if a coach

qualifies to do the Level 4 qualification they would not do it in Northern Ireland.

There are no international elite coaches involved in all the elite coach qualification levels in Northern Ireland and former elite athletes also do not have the opportunity to follow a fast track qualification course in order to qualify as an elite coach. Coaching Ireland has fast tracked athletes into coaching (but not directly into elite coaching), their system aims to provide a start point but they would have still had to work through the pathway. Fast tracking is not a process implemented by Sport NI. Within Sport NI's current elite coach programme there are four former elite athletes but they have not been fast tracked, they have come through the coaching system. A compulsory update of coaching qualifications exists in many sports in

Northern Ireland, but it is dependent upon sport-specific requirements specified by governing bodies (i.e. organised on a sport by sport basis). Updates depend on the nature of each sport, particularly in terms of health and safety. The sports that would have to be updated more regularly are those sports with a coach license where there is a safety aspect, for example swimming and canoeing, where sports ensure coach updates would take place on an annual basis.

7.2.3. Professional development of coaches

Sport NI organises regular coaching seminars/clinics at national level (not sport specific), to increase the expertise of elite coaches. In the first and second year of the PDP there were approximately ten seminars but now there are two, because coach development in its current form is focused on individual coaches. Elite coaches meet twice a year, as coaches are on an individual, bespoke development plan. The seminars/clinics are not compulsory to achieve a qualification level but they may be compulsory to be part of the PDP. In order to participate in these seminars/clinics, the coach has to be working at a high performance level and be able to demonstrate that they are working with athletes who are competing at a high performance level (defined as 'international level', not 'national level' competition). Also, elite coaches have to demonstrate significant experience where they have had an impact on the development of elite athletes. They also have to be able to demonstrate that they will continue to be in the system. Elite coaches receive assistance and specific training opportunities for specialist areas such as:

1. Mental coaching/psychological support for athletes.
2. Nutrition for athletes.
3. Biomechanics specialist.
4. Data analysis (analysis of an athlete's data).
5. Physiology.
6. Leadership.
7. Motivation theories (e.g. to prevent athlete drop out).
8. Training techniques.
9. Conditioning/strength training specific for elite athletes.
10. Altitude training.

The first five aspects are supplied through SINI as part of the approach to high performance coach development within the PDP. The leadership elements also primarily come out of the PDP. There is a framework, monitored by Sport NI, which examines the development of the system, the impact that it is having on the coaches, and how coaches are developing their athletes. There is also a mentoring structure that sits behind each of those coaches, so the majority have a 'technical master coach' working with them. Some elite coaches have a mentor regarding personal development relative to managing relationships and decision making.

7.2.4. Specialist advice for coaches from other areas

There is a coordinated mentoring scheme for elite coaches where young

coaches are trained by older/more experienced coaches to improve their level of expertise. This is a leadership element for aspiring high performance coaches which is a mentoring scheme that supports development towards high performance. The system attempts to: implement mentoring throughout, develop mentors for coaches operating at the 'talent development' level; and make sure that mentoring impacts upon all coaches that are coaching that next level athlete, not just focussing on one or two coaches.

7.2.5. Communication and discussion of personal development

Coaches in the Sport NI system have access to three services that may support their career development and improve their level of expertise:

1. A digital/virtual coaches' platform: a platform where coaches from different sports get opportunities to discuss topics on elite sports and exchange information. SPORT NI do not run it but coaches have access to a UK version of it, which elite coaches have access to (called Coach Aspire 2014).
2. Coach exchange programme/platform: Coaches from different sports meet each other and exchange information through the seminar meetings.
3. Scientific information: Coaches are provided with information and can get assistance in answering questions on sport specific and scientific issues through the PDP if it is a requirement. The bursary can be used for this although it is



reserved for the six coaches on the high performance PDP.

Coaches do not have access to a digital databank/website or a library: where coaches can collect scientific and practical information related to their sport. Sport NI can facilitate that but do not do it directly. Results from the survey highlighted that only 25% of coaches were aware of a 'coach commission' (a formally recognised collective voice representing coaches to the national governing body). None of the 20 coaches in the survey agreed that "policy makers regularly consult coaches about their specific needs" and only two of the ten Performance Directors agreed. 75% of coaches and 80% of Performance Directors thought that there was too much administration being an elite coach in Northern Ireland.

7.3. Coaches individual living circumstances are sufficient for them to become professional coaches

7.3.1. Coaches' monthly income

Elite coaches get direct financial support from Sport NI although the coaches in the PDP are not funded as professional coaches, they are funded so that they can 'retain their position and develop'. This also applies to younger potential coaches. Funding can be used for:

1. Training support (training materials, access to sports accommodation, etc.).
2. Transport (national).
3. Transport (international).
4. Housing/living costs.

5. Meals at training facilities.
6. Clothing/footwear.

In the current system, some additional costs are covered by the governing body of individual coaches, rather than by Sport NI. Notwithstanding this, the system in Northern Ireland is sporadic. To suggest that all of the elements of financial support are available through Sport NI would, according to Sport NI staff, "not be a consistent reflection of the system". Coaches do not earn bonuses, although there are no limitations in place to earn additional money (e.g. through sponsorships) over and above their direct funding. Coaches are only ever guaranteed funding for two years because of a cross over in comprehensive spending review periods.

Some key points from the coach's survey revealed:

- 13/20 receive a monthly salary.



- 8/13 who receive a monthly salary regard the amount as sufficient to be a full-time coach.
- 12/20 coaches receive other reimbursements with travel and equipment/clothing the most cited reimbursements.
- 2/11 stated that these reimbursements were sufficient to pay for costs incurred.
- The average gross income (including wages and bonuses) is £23,305, ranging from nothing to £120,000. Excluding the £120,000 reveals an adjusted average of £18,216.
- Overall, coaches spend, on average, £6,538 of their own money per year on their coaching commitments.

7.3.2. Elite sport coaching as a full-time activity

Eight of the 20 coaches surveyed classified themselves as 'full-time' and eleven stated that they are in some form of part-time employment/education in addition to their coaching commitments. On average, coaches in Northern Ireland spend 16.4 hours per week training with athletes; 26.5

hours per week on all coaching related activity; and six hours a week travelling to and from training.

7.3.3. Supportive employers

Five of the eight coaches who answered the question in the survey indicated that they received positive support from their employer.

7.4. The status of coaches: the job of coaches is recognised as valuable

7.4.1. Job recognition and career prospects

Five of the 20 coaches reported that the opportunities to develop as an expert coach at the highest international level are well developed. One of the coaches surveyed suggested that the provisions for coaches in Northern Ireland regarding their personal living circumstances are well developed and five coaches agreed that the

job of elite coach is sufficiently recognised in Northern Ireland.

7.4.2. Written work contracts

Although elite coaches in Northern Ireland are not obliged to have a work contract, Sport NI outline that the top elite coaches (six) have a work contract which could be a yearly, biennial or four-year contract. Only 11 of the 20 coaches in the survey had a written contract. Those in possession of a contract went through a traditional recruitment process which included clear job descriptions for coaches. Sport NI implement regular performance interviews ('100 day review') with the coaches' employers (i.e. governing bodies), which are designed to monitor and evaluate the performance of the governing body against agreed work programmes that an elite coach may be involved in delivering. High performing coaches appointed by the governing body or the PDP are reviewed in relation to the impact they are having on the athletes under their direction.

7.4.3. There is a trade union for sports coaches and trainers

There is not a legal statute or trade union which represents elite coaches in Northern Ireland.

7.4.4. Post career support programme

Elite coaches do not receive post career support from Sport NI. For the coaches that are on the PDP programme, the mentoring and relationship support that occurs outside the technical mentoring will cover their life and career plans, but there is no formal post career support. Sport NI is not responsible for the post career support of elite coaches and do not cooperate with any recruitment and selection organisations to support elite coaches in their post-coach careers.

7.4.5. Coaching qualifications in sport clubs and with young talents

Holding levels of coaching qualification are not mandatory in Northern Ireland for coaches to work in sports clubs; it is recommended by Sport NI but it is not mandatory. There is not a control system in place for 'policing' qualifications as the system currently in place is not mature enough to manage it. Sport NI has a framework in place with regard to the minimum qualification standard for elite coaches working with young talents but, again, it is not mandatory. Whilst it is desirable that a coach has a certain qualification level, it does not mean that, if a coach does not have the necessary qualification, they will not be able to work with young athletes. In Northern

Ireland, even at the high performance level, some of the coaches have low level coach education qualifications but very high level knowledge and skills.

Eight of the 20 coaches surveyed classified themselves as 'full-time' and eleven stated that they are in some form of part time employment/ education in addition to their coaching commitments.

Pillar Seven

Summary

Drivers of change

The changes in priorities for coach development and coach provisions over the past 12 years were outlined as:

- The need to establish qualification structures on a national framework.
- Prioritising the understanding around which coaches you need at what levels, knowing your athlete population and being able to map the qualifications.

Drivers of these changes:

- Idea of professionalism - coaches and coaching being recognised as a professional occupation, it is not there yet.
- Health and safety - governing body coaches need qualifications behind them, starting at Level one.
- The focus has been on building up qualification structures, although some people still only roll out single qualifications.
- Understanding the coaching workforce, i.e. what is needed, what knowledge and skills they need to have and then putting curriculums in place to develop that.
- Using qualifications as a driver for a more professional approach - in terms of elite coaches, it is very weak at present with regard to the next group of elite coaches.
- Sport NI want a system in Northern Ireland that is mature enough to produce its own elite performance coaches, therefore removing the need to look outside the system. Coach education is an important area for Sport NI's elite sport system; it needs more investment in it.

Strengths

The key strengths of the elite sport system in relation to Pillar 7 are:

- A committed core group of individuals involved in coaching with the national agency are in place to support development.
- The ability for integration. Individuals that are identifying the needs work closely with individuals that can provide the services to meet those needs.
- Close integration at high performance level between the service providers - Sport NI and SINI.
- The coach/athlete relationship at elite level is more mature than it was six or seven years ago. It is much more sophisticated than it was before.
- Sport NI has established knowledge about working with elite coaches.
- The knowledge base is building and creating the architecture around how Sport NI work and develop elite coaches from within Northern Ireland.

Weaknesses

The key weaknesses of the elite sport system in relation to Pillar 7 are:

- No system currently in place that identifies and develops aspiring elite coaches.
- Governing body systems (in most cases) are not well enough developed or mature enough.
- Policy focuses on the amount of coaches being put through courses, opposed to identifying the next talented coaches.

- Sport NI need to keep the system focused on training coaches that are going to actually have an impact on their sport.
- It is difficult to be a full-time professional elite coach in Northern Ireland due to a lack of recognition.
- Elite coaches are not always fully supported by their governing body in terms of understanding high performance sport well enough.
- The governance system, in terms of managing those people in the sports, is under developed.
- The rising talent systems in Northern Ireland are just beginning to be developed, Sport NI have only made professional appointments in the last two or three years within sports.
- Coaches that work with rising talent, mainly, tend to be volunteers and do not necessarily fit the high performance environment.
- The major challenge is still the complexity working between the 'all Ireland' and the UK system. For example, if an individual is coaching underage representative squads, and they want to aspire to be a full-time coach, they need to relocate or be prepared to travel to Dublin to coach for an 'all Ireland' governing body. This is definitely a weakness or barrier in the system.
- There are not enough people aspiring to become elite coaches in Northern Ireland.

Suggestions for improvement

- Sport NI and governing bodies do not pay elite coaches enough money and this, therefore, means the system is not operating at the same pace as other international systems. Four coaches on the high performance development programme have been offered well-paid jobs in other systems. They are committed to the system here and the athletes that work here.
- Northern Ireland needs a professional body that is an independent voice for elite coaches. Elite coaches are often in an isolated environment, working with a group of athletes or one athlete, and some coaches are based around the world.
- Coaches need a stronger support mechanism that is coach driven and owned by the coaches, but it needs to be funded nationally by government agencies.
- The practitioner development can only be accessed by coaches that come through the PDP, but this needs to be wider.
- Northern Ireland needs more professional coaches at the 'rising talent' levels.
- Coaching in Northern Ireland needs to be a viable career choice that allows progression which is valued via an integrated support mechanism to make it happen.
- Similar to any HR process, coaches want to see clear pathways to develop, ways in which they can progress.
- One challenge is the ability to show sports what a 'good' system looks like.



Pillar Eight



8 Pillar Eight

Inter(national) Competition

Pillar 8 is concerned with the organisation of competitions at national and international level as both have been identified as important factors in athlete development (Crespo, Miley and Couraud, 2001; Green and Houlihan, 2005; Oakley and Green, 2001). By organising competitions at home a nation can enhance opportunities for its athletes as they strive to perform consistently at elite level. The analysis of this pillar is divided in to three areas. First, it explores whether there is a national policy and support system for the organisation of national and international events in Northern Ireland.

Second, the pillar examines the opportunities for Northern Ireland's athletes to take part in international competition; and third, competitive opportunities at a national level are investigated.

A broad brush approach has been taken to the collection of the data which can address the three key CSFs:

1. There is nationally coordinated planning to increase the number of international events that are organised in the country in a wide range of sports.
2. Athletes can participate sufficiently in international (high level) events.
3. The national competition has relatively high standard compared with the international standards.

By organising competitions at home a nation can enhance opportunities for its athletes as they strive to perform consistently at elite level.





8.1. CSF 1. There is nationally coordinated planning to increase the number of international events that are organised in the country in a wide range of sports

8.1.1. Is there national coordination and long-term planning of events and funding?

The complex nature of the sport system in Northern Ireland relative to the governance of elite athletes as identified in Pillar 2 is replicated in the organisation of major events in the Province. Whilst Sport NI has considerable autonomy (from DCAL) to deliver the elite sport system in Northern Ireland, it has limited involvement in the provision of major national and international events. There is no one body that takes sole responsibility for sport event delivery, rather, there are different agencies involved. These include: UK Sport; agencies in the Northern Ireland Assembly (DCAL); Northern Ireland Tourist Board (NITB); and, to a lesser extent, Sport NI.

Consensus amongst those consulted suggests that there could be a more coordinated approach to event planning in Northern Ireland with too many agencies doing different things. This has been the case for at least the last decade, even when the now disbanded Northern Ireland Events Company was involved at the start of the Millennium. NITB has its own events strategy although this covers more than just sport events. In the current strategy, until the end of 2013, there are two 'major' sports events: the World Police and Fire Games and Irish Open Golf. However, in terms of Pillar 8, they would both fall outside the context of the current investigation on the basis that the first is not 'major' in terms of its sporting outcomes, whilst the golf is an individual sport where the golfer is not actually representing his country; this, despite the recent major (Northern Ireland) successes of McDowell, Clarke and McIlroy.

Despite no clear coordination in relation to the funding of sport events, NITB has two event funding programmes: the National Events Fund; and the International Events Fund. The latter prioritises major, world class events which are expected to deliver substantial

economic benefits for Northern Ireland through tourist activity, as well as highlighting Northern Ireland as a destination via high profile international media coverage. The national fund is expected to achieve similar objectives at a more local level.

A delegation from UK Sport recently visited Northern Ireland to discuss the criteria for securing funding from its World Class Events Programme (WCEP), which in the past has part-funded:

- World Indoor Bowls, Ladies Singles Championship, Belfast in 2000.
- World Senior Amateur Boxing Championships held at Odyssey Arena, Belfast in 2001.
- Laser Radial European Championship, Ballyholme Yacht Club, Bangor in 2004.
- UEFA U19 European Football Championship across Northern Ireland in 2005.
- IRB U19 Rugby World Championships, Belfast in 2007.
- World Junior and Cadet Fencing Championships at Jordanstown in 2009.

More recently the WCEP also contributed to the staging costs for the World Cup Boccia at Jordanstown in 2011. Part of

Whilst Sport NI has considerable autonomy (from DCAL) to deliver the elite sport system in Northern Ireland, it has limited involvement in the provision of major national and international events.

the reasoning underpinning the WCEP is to provide home advantage in international competition for our athletes but it is not Northern Ireland specific due to the structure of international sport in UK (see Pillar 1).

The guiding strategy for sport in Northern Ireland is Sport Matters, and public sector decision making needs to be consistent with this policy which in terms of events aims to provide a lasting and sustainable legacy for future generations, which includes establishing Northern Ireland as a world class venue for sporting events. Sport NI funds some events in Northern Ireland; albeit this is not its primary role and the events it has funded in the past, or which it continues to fund, would once again fall outside the Pillar 8 context, for example the Milk Cup (a football tournament for juniors); Rally Ireland; Belfast Marathon; and both two and four-wheel motorsport.

8.1.2. Are governing bodies/cities provided with advice/funds on organisation of major international sports events

As suggested in section 8.1.1 (above) there is money available from a variety of agencies such as UK Sport (WCEP), NITB and, to a lesser extent, Sport NI, although historically there have been very few international sport events in Northern Ireland that have been staged as a result of such funding. Not withstanding this comment there is help and advice available to potential host cities from the likes of the 12-strong DCAL (Games Legacy) team and NITB also has an events team which can lend support; although this is not necessarily provided by sports event specialists. Moreover, UK Sport has

a major events team which can offer advice and assistance in organising events. Whilst there is no specific event officer in Sport NI assigned to provide and coordinate services to bid for international sports events, there are people who are able to lend support when approached; whilst the DCAL team would also operate in this area.

8.1.3. Number of international events organised in Northern Ireland over the past five years for junior and senior athletes

Given the comments linked to the funding of international events in the previous two sections, there have been some international events staged in Northern Ireland over the last five years; these include the Boccia referred to in 8.1.1, and an international badminton event in 2011. At junior level there have been three events in Olympic sports including gymnastics, rugby sevens, and sailing. Not withstanding the previous comment, the fact that the Province will open its first 50m pool in Bangor, North Down in February 2013 should increase the chances of attracting some junior international swimming/diving events. The pool will be aimed at training provision for young elite athletes, whilst also being capable of hosting major events. Overall given the information collected in relation to sport events in Northern Ireland, the audit undertaken does not necessarily reveal a nationally coordinated approach to increasing the number of international events across a wider variety of sports. However, there is no specific coordination at the highest level to identifying potential events (it is all very ad hoc) and had there been more joined up thinking

there may have been more events in the Province over the last few years. The demise of the Northern Ireland Events Company has had a detrimental impact, to the point that Sport NI no longer has an events programme, solely a communications and advocacy budget.



8.2. CSF 2. Can athletes participate sufficiently in international (high level) events

8.2.1. Opportunities and funding for international competitions

According to information from the survey of all athletes, three quarters (75%) felt that there were enough opportunities for them to take part in international competitions. Almost two thirds (64%) of athletes received funding to take part in international competitions, although six in every ten of these, felt that such funding was insufficient. Examining the responses of the athletes under the age of 18 revealed that 63% felt there were enough opportunities to compete internationally; 68% received financial support, and of these more than half (54%) felt that the support they received was not enough. When coaches and Performance Directors were asked similar questions, less than half (43%) felt that their athletes had enough opportunities to compete internationally, and while they too were funded to accompany their athletes (70%), once again the majority (81%) felt that such funding was insufficient. Some 85% of all athletes felt that there

were not enough international elite competitions organised in Northern Ireland; whilst for those aged under 18 years, the corresponding figure was 79%. Collectively, the findings from the two surveys suggest that the decision to fund athletes varies by the governing body in each sport, whilst those in support of elite athletes appeared to be less likely to think that there were enough opportunities to compete internationally than the athletes themselves.

The different funding regimes across governing bodies is consistent with the overarching policy referred to in Pillar 2 where funding is available to 40 of 80 sports and their governing bodies for the eight process pillars as well as for elite sport staff and general infrastructure costs. Funding is limited to Olympic/Paralympic, Commonwealth and 'culturally significant' sports, and is available to governing bodies for elite sport on a four-yearly cycle, based on annual action plans and reviews every year, two years or four years.

8.2.2. National competitions in Northern Ireland

There was no consensus across elite athletes that the level and frequency of national competition in Northern Ireland was of the requisite level. At

both senior level and for events aimed at junior athletes, slightly more than half of the sample felt the competition was at least of reasonable quality and reasonably frequent. Once again there was variation in the opinions expressed about the level and frequency of national competition on a sport by sport basis. On this basis it would be erroneous to assume that that the national competition structure in each sport provides a competitive environment for top level athletes.

The current lack of an integrated policy to the staging of international events in Northern Ireland means that elite athletes from the Province are unable to derive the potential performance benefits associated with home advantage.

8 Pillar Eight

Summary

Strengths

It is difficult to pick out any strengths given there are a variety of agencies involved in event programming.

Weaknesses

The apparently ad hoc, uncoordinated approach to identifying potential events at the highest level of sport has been problematic; had there been more joined up thinking there may have been more events in the Province over the last few years.

The current lack of an integrated policy to the staging of international events in Northern Ireland means that elite athletes from the Province are unable to derive the potential performance benefits associated with home advantage.



Pillar Nine



9 Pillar Nine

Scientific Research and Innovation

The ninth pillar is concerned with the scientific input to elite sport, and seeks to examine the extent to which nations take a coordinated approach to the organisation and dissemination of research and scientific information.

The search for innovation and the use of applied scientific research in the development of several levels of high performance sport is one of the key issues that show nations are strategically developing elite sport. This pillar is concerned with the development, collection, coordination

and dissemination of scientific research and innovation. In Pillar 9 we aim to assess the extent to which there is an integrated approach to policy development by tackling two key areas, which cover ten key CSFs:

1. Scientific research is collected, coordinated and disseminated among coaches and governing bodies.
2. Sport science support is provided at each level of elite sport development.





9.1. Scientific research is collected/disseminated among coaches and governing bodies

9.1.1. Financial support

During 2010 was the first time SINI was able to section off a proportion of Sport NI funding (£20,000) to start a scientific research initiative; however, there is not a coordinated unit for this in Northern Ireland. SINI identified the need to allocate a small amount in the budget for scientific research but the biggest issue to overcome in order to develop this is staff capacity. There is no strategic approach in Northern Ireland to do this, although the heads of each unit are aware of the need for it. At present, all of SINI's capacity focuses on delivery and does not prioritise research, although SINI is currently supporting a member of its staff to complete a PhD looking at recovery and the timing of training sessions in terms of optimising adaptation. Neither athletes, nor coaches, receive direct financial support for scientific research. Athletes can access support

by using funding from their athlete award, from which they can then access services from SINI. The funding that coaches get is through the PDP, where funding can be used to understand more about scientific support services available to them. Therefore, the funding can be used for these services but it is not directly used for it. The governing bodies can also access this support but it is a similar relationship and is not direct funding. Neither universities nor any other organisations in Northern Ireland receive direct funding to develop applied scientific support. Not with standing this, SINI have tried to push initiatives e.g. if there is a need to test some new equipment this is resourced from the budget rather than funding specific projects or research.

9.1.2. National research centre

There is no national research centre that conducts applied elite sport research or coordinates research activities on elite sport in Northern Ireland.

9.1.3. Scientific support with universities and research centres

Similarly there are no national agreements relating to cooperation between elite sport organisations and universities or sport research centres. The University of Ulster is a member of SINI along with Sport NI. There is cooperation, where possible, for SINI to link to the university on-site, although there is not a formal agreement and, other than the member of staff completing a PhD, there is no direct funding for elite sport research and innovation.

9.1.4. Responsibility for developing and coordinating research

There has not been any specific responsibility in Northern Ireland for (a) developing or (b) coordinating research and innovation projects in elite sport, SPLISS is the closest thing in this regard.

9.1.5. Database of scientific research

There is also no regularly updated nationally coordinated database of scientific research specifically for elite sport that can be consulted by coaches and governing bodies. Data and information is available on the scientific support requirements of elite athletes and coaches in Northern Ireland based on the SINI services that athletes have used. SINI has an indication of what services are in demand and this is part of 'building the service' and building capacity based on the needs encountered on the ground. The information is collected by the service teams and collated by the Performance Planning Team who act as the portal to various services that SINI deliver. Plans to invest in a specialised management system to enhance the ability to report results are being discussed. There is not, however, data or information available on the level, methods and frequency of how coaches/national governing bodies use scientific research.

9.1.6. Communication and dissemination

Elite coaches and sport governing bodies are not regularly informed about the latest methods/ technology/ scientific research in their sport. Sport NI and SINI do not run conferences or events to disseminate scientific research and there is no web based network, email newsletter or social media forum. There is also no organisation or any special initiatives to increase the uptake of sport science research outcomes by coaches or governing bodies. In the survey, 19/20

coaches stated that they actively search for scientific information relating to their sport and 15 coaches used such information. Three coaches suggested that they received some form of magazine/publication which contains scientific knowledge. However, only one coach indicated that there is sufficient scientific research taking place in Northern Ireland and none of the coaches stated that scientific knowledge is disseminated sufficiently well amongst elite coaches.

9.1.7. Sport science information and coaching

Coaches in Northern Ireland can make use of different types of scientific support services, namely sport science support, biomechanics specialist advice and follow up, physiology and mental/psychological advice, but not data analysis. For those athletes funded by Sport NI that access the SINI's services, the access is extended to their coaches. SINI then automatically begin to work with the coaches.

9.1.8. Scientific research and coach education

Scientific research and technology development is not embedded in coach education in Northern Ireland. The Institute is starting to have a bigger role in trying to arm SINI coaches with increased knowledge on scientific information relative to their sport, and how to use it. SINI is, however, planning to establish this. They acknowledge that certain sports are further ahead in terms of implementing this than others, particularly those sports that are driven by physiological data.

SINI has an indication of what services are in demand and this is part of 'building the service' and building capacity based on the needs encountered on the ground.

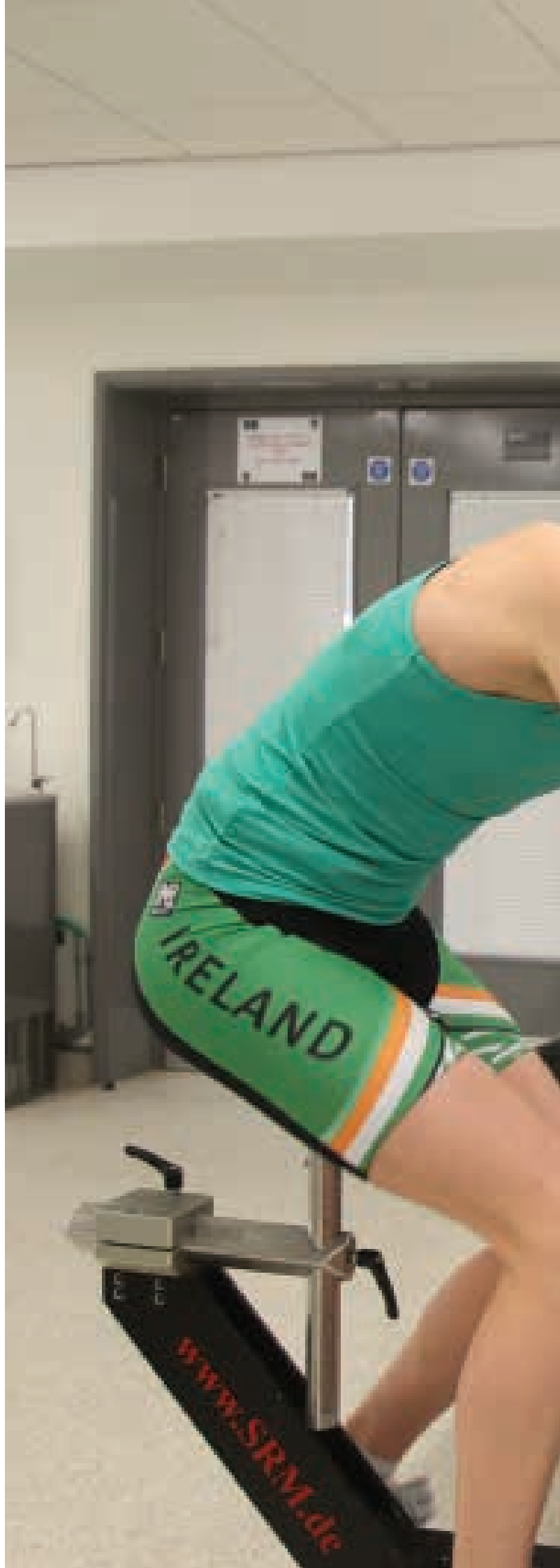
9.2. Sport science support is provided at each level of elite sport development

9.2.1. Athlete development supported by applied scientific research

Sport NI do not provide support for areas of scientific research covered in the other eight pillars. Sport NI would be willing to provide support for research in the future. Sport NI has led research on elite sport - Commonwealth Games Review, Athlete Survey, Anti-Doping Research in collaboration with ISC, and SPLISS.

9.2.2. Use of field laboratories and/or embedded scientists

There are also no 'field laboratories' or embedded scientists that develop, test or apply new technologies in cooperation with coaches and athletes at elite sport training centres in Northern Ireland. Consistent with pillar 6, SINI is the only elite facility in Northern Ireland.







9 Pillar Nine

Summary

Drivers of change

Northern Ireland does not have a specialised unit which looks at elite sport and particularly the innovation and application of technology. Most service personnel focus on delivery. The university sport department mainly focuses on the health and leisure side of sport rather than elite support. Other university departments, e.g. Rehabilitation Sciences Research Institute, have staff members that are advanced in terms of technology and how they use it, many of which have applications to sport. Some small initiatives have been possible in relation to the area of sports physiotherapy and optimising recovery and rehabilitation. If SINI had a way of coordinating the work and innovation it could produce positive outcomes. SINI is not short of ideas but are short on staff capacity to take ideas forward.

Strengths

The key strengths of the elite sport system in relation to Pillar 9 are:

- Northern Ireland's scientific support is part of a natural evolution. SINI have focussed on establishing services, delivering them and showing how they make a positive impact with athletes. The next stage is having the ingenuity to apply novel science but, at present, SINI is aiming to maintain the current amount of work.
- People in Sport NI and SINI have numerous ideas about what could be done with available resources.

Weaknesses

The key weaknesses of the elite sport system in relation to Pillar 9 are:

- Sport NI and SINI do not have a specialised unit which looks at elite sport and the application of science and technology, because most service personnel are involved in delivery.
- SINI is based on a university campus and the sports department of the university focuses on 'health and leisure'. There are other university departments, e.g. Rehabilitation Sciences Research Institute, where staff members are advanced in terms of technology and how they use it, which therefore, have applications to sport.
- Sport NI and SINI staff members do not currently have the time to pursue innovative ideas.
- Northern Ireland would like to look at what other countries have done in terms of developing a small specialist unit.
- SINI have collected data about athletes, e.g. physical status, aspects of development, etc. but analysis has not been done. There may be valuable trends/insights within that data which are being missed at present.
- The most advanced sport systems are able to maximise their data mining where staff look for trends in data, SINI have not resourced someone who is experienced in this.

Suggestions for improvement

- Scientific research and innovation is taking a course of natural evolution in Northern Ireland. During the early days, SINI was about establishing services, delivering them and showing that they made an impact. As well as maintaining its current workload, SINI is looking at the next stage which includes the ingenuity to apply research to new sporting situations, in particular over the next five years. If SINI had some way of driving the work and innovation between sport and the capacity within universities, positive outcomes could be achieved.

Northern Ireland does not have a specialised unit which looks at elite sport and particularly the innovation and application of technology.

The Next Steps



The Next Steps

To reiterate the points made at the beginning of this document the elite sport development system in Northern Ireland is in its infancy compared with other nations. The information presented in this report brings together in one place the key data for the nine pillars and presents it on behalf of the elite sport community in Northern Ireland. This data was not available from a single source and came from those consulted at Sport NI and SINI, reviews of policy documentation, and answers to the surveys undertaken by athletes, coaches and Performance Directors.

In the second phase of the research, the findings for Northern Ireland will be benchmarked against the other contributing nations to assess how the Province compares with practice elsewhere in the world. By taking part in this type of process, stakeholders in elite sport development in Northern Ireland can, where necessary, develop the system to ensure that it is at, or moving towards, the cutting edge of best practice internationally.



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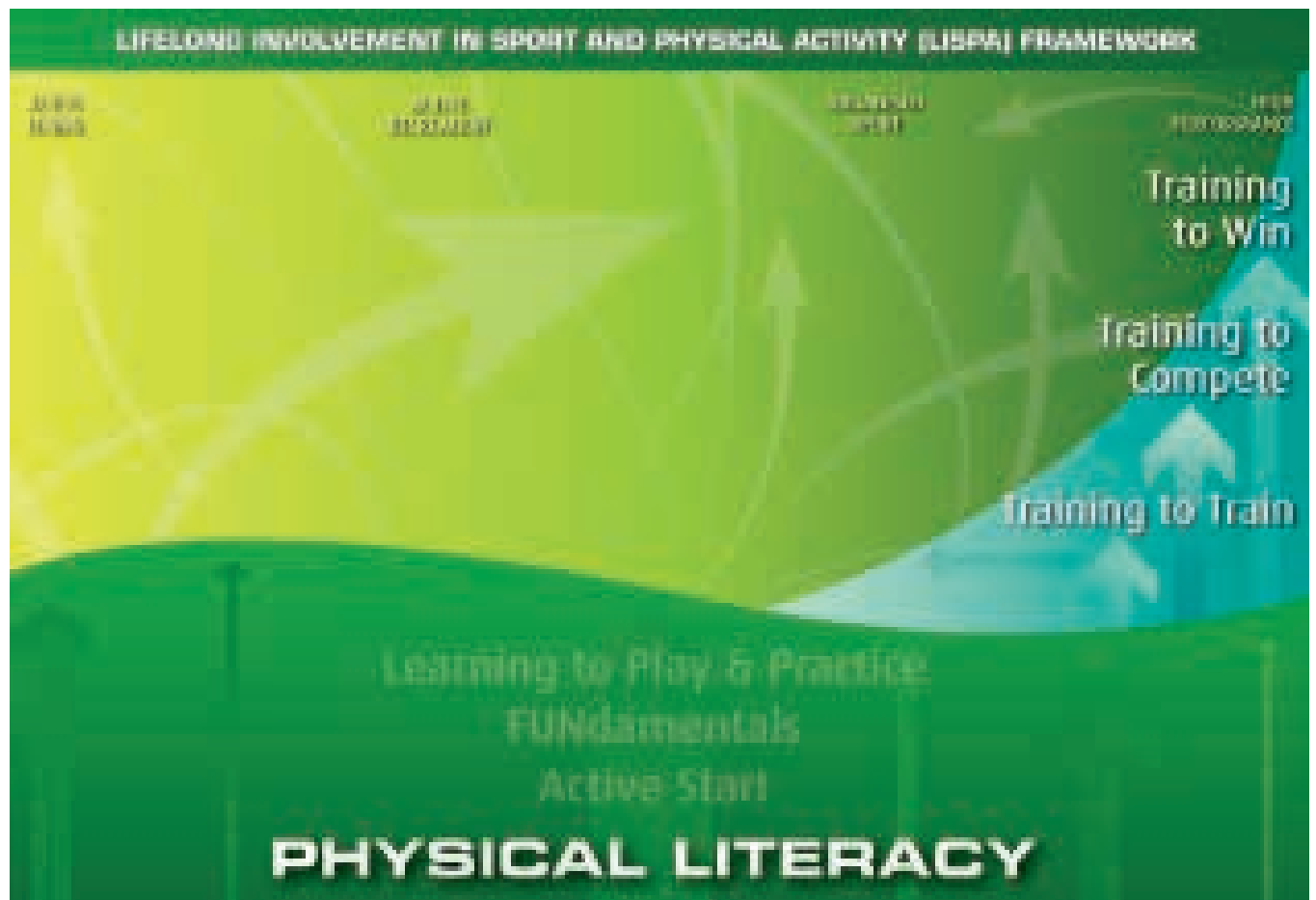
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Appendix

1

Appendix 1: The Lispa Framework





Appendix

2



Appendix 2:

Elite Athletes' Survey

ABOUT THIS SURVEY



| | | | | | | | | | |
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| | | | | | | | | | |
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This survey is your opportunity as an elite athlete to feedback to policy makers from the national governing bodies (NGBs), National governments, National Sport Administration and Olympic Committees to develop future elite sport policy in your country. We want to get your views on how you evaluate the combination of factors that lead to a climate in which elite athletes can develop and perform to their maximum potential. This survey focuses on nine different areas. In order to be able to give reliable advice to policy makers, it is important to have as high a response rate as possible for each question. We urge you to have your say by completing this questionnaire as fully and as honestly as you can.

Please be assured that your answers are confidential and individual athletes will not be identifiable by their answers

INTRODUCTORY QUESTIONS

1. Which sport, discipline and events do you compete in at elite level (for example, if you are team pursuit rider your sport is cycling, your discipline is track cycling and your event is team pursuit)?

Sport _____ Discipline _____

1a. Is it an Olympic discipline?

Yes No

2. At what age did you take up this sport for the first time? **Years**

3. At what age did you decide to concentrate solely on your current elite sport? **Years**

4a. What is the highest level of success you have ever achieved as a senior elite athlete in YOUR SPORT? (Please tick your highest level of achievement only)

- International level (i) (top 3 in the world (e.g. medal winning in senior World championships, Olympic Games, Grand Slams, World ranking))
- International level (ii) (top 3 in the world top 8 in the world (e.g. top 8 in senior World championships, Olympic Games, Grand Slams, World ranking))
- International level (iii) (top 3 in the world top 8 in the world (e.g. top 16 in the world (e.g. in senior World championships, Olympic Games, Grand Slams, World ranking))
- International level (iv) top 8 in Europe (e.g. top 8 in senior European championships, Pan American Games, Asian Games or comparable event)
- National level - (you have represented your country at national senior level)
- None of the above, for example you do not compete at senior level yet.

4b. Where would you rank yourself currently (past 1-2 years) as a senior elite athlete in YOUR SPORT? (If you compete in multiple events, please rank the event in which you are ranked highest)

- International level (i) (top 3 in the world (e.g. medal winning in senior World championships, Olympic Games, Grand Slams, World ranking))
- International level (ii) (top 3 in the world top 8 in the world (e.g. top 8 in senior World championships, Olympic Games, Grand Slams, World ranking))
- International level (iii) (top 3 in the world top 8 in the world (e.g. top 16 in the world (e.g. in senior World championships, Olympic Games, Grand Slams, World ranking))
- International level (iv) top 8 in Europe (e.g. top 8 in senior European championships, Pan American Games, Asian Games or comparable event)
- National level - (you have represented your country at national senior level)
- None of the above, for example you do not compete at senior level yet.

5. Which of the following best describes your current status, in addition to being an elite athlete?

- I am a full time student I am a part time student
 I am employed/self employed full time I am employed/self employed part time hours per week
 I am a full time elite athlete only Others _____

6. Are you: Male Female

7. What is your year of birth?

8. Do you have any dependent children under 16? Yes No

9. In which country do you train as an elite athlete the majority of the time? _____

10. Which of the following best describes you?

- I have always been a citizen of this country (I hold one passport)
 I hold multiple nationalities (I hold multiple passports)
 I was once a citizen of a different country (and held a passport of that country)
 How many years ago did you change nationality? _____

11. What is your highest educational qualification? (If you are a student, indicate the education level you are studying at currently)

- None
 Lower (primary) education
 Lower and middle (secondary) education
 Tertiary education (further education, higher education or university)
 Other (please specify) _____

PART 2: GOVERNANCE, COMMUNICATION AND POLICY INVOLVEMENT

12. Have you received 'formal' written or electronic information on any of the following subjects from your club, governing body or other institutions at least once during the last year?

| | Yes | No | Not applicable |
|--|--------------------------|--------------------------|--------------------------|
| Selection criteria | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Nutrition | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Training and competition plans | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Travel plans | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Doping (dangers) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Scientific research developments/knowledge | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| New developments in training methods | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Policy decisions and policy changes | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

13. In general terms how would you assess communication with athletes from your club / national governing body/National sport administration?

| | Excellent | Good | Reasonable | Not good | Poor | Not applicable |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Club | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| National Governing Body | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Government | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Olympic Committee | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| National Sports Administration (sport institute) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

14. Does your governing body/National Sport Association have an Athletes' Commission? (An athletes' commission is a formally recognised collective voice representing athletes to the national governing body)

Yes No Don't Know

15. In general, to what extent are elite athletes involved in the development of national level elite sports policies in your sport and in your country? This question is concerned specifically with involvement in policy development prior to these policies being written and communicated.

| | Highly involved | Sufficiently involved | Reasonably involved | Insufficiently involved | Not at all involved | I don't know |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| In your sport: by your national governing body | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| In your country, by national sport policy organisations (national sport administration, government) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

16. In general, to what extent are elite athletes involved in the evaluation of elite sport policy, i.e. AFTER policy plans have been implemented?

| | Highly involved | Sufficiently involved | Reasonably involved | Insufficiently involved | Not at all involved | I don't know |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| In your sport: by your national governing body | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| In your country, by national sport policy organisations (national sport administration, government) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

17. During your sports career you come across different organisations and people, that can support you as an emerging talented athlete and as an elite athlete. To what extent have these organisations contributed positively to your performance as an elite athlete to date?

| <u>ORGANISATIONS</u> | Very high | Fairly High | Reasonable | Fairly Low | Very Low | Not applicable |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| National Governing Body (NGB) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| My sports club(s) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The National Olympic Committee | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The government | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The national sports administration | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Commercial teams / commercial organisations | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Others _____ | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <u>PERSONS</u> | | | | | | |
| NGB coaches | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Personal coach | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Youth coach(es)/talent development coach(es) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sponsors | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Others _____ | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

18. To what extent do you agree with the following statements:

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | I don't know |
|--|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| For me there is too much administration involved in being an elite athlete | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Policy makers regularly consult athletes about their specific needs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

PART 3: TALENT DEVELOPMENT

In the early part of an elite athlete's career, good coaching is enormously important. This period typically takes around 6 to 10 years and differs by sport. The coaching is aimed at: the identification of sportsmen / women with a lot of talent; the further development of these athletes' sporting abilities; and the sensible and sustainable development of their sporting careers.

19. As a talented junior athlete, did you receive any of the following extra benefits from your sports club (or personal coach), governing body or others?

| | Yes | No | Not necessary |
|---|--------------------------|--------------------------|--------------------------|
| More frequent and more intensive training | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Training in a separate group/private training | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Extra strength and conditioning training | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Training and competition schedules | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Better training facilities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Participation in international competitions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Transport | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Apparel and sporting equipment | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Reimbursement of expenses | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

20. As a talented junior athlete, did you receive any of the following forms of extra coaching and extra attention from your sports club, governing body or others?

| | Yes | No | Not necessary |
|--|--------------------------|--------------------------|--------------------------|
| Mental coaching from a professional sport psychologist | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Nutrition coaching/diet by a dietician | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Medical support services from specialised doctors | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Physiotherapy, massage | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Medical follow up (medical diary: close follow up with regard to injuries) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Biomechanic support | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Career advice - career planning | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Study support (planning for exams, extra time for training,...) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

21. At what age did you first receive extra attention and extra provisions as an emerging talented athlete?

Club years

Governing body years

22. In your general opinion is the extra support and attention at this age-from the governing body-about right, too early or too late?

- About right Too early Too late I only took up my sport in later life I don't know

23. In general terms, do you think the amount of support that you received as an emerging talented athlete from your club, NGB or others was sufficient for you to develop at your highest possible level?

| | Good | Sufficient | Reasonable | Insufficient | Very insufficient | Don't know |
|----------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Governing body | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Club | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Others | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

24. In general terms, how do you rate the expertise of the trainers/coaches who trained you as an emerging talent from your club, NGB or other in order to develop at your highest possible level?

| | Good | Sufficient | Reasonable | Insufficient | Very insufficient | Don't know | Not applicable |
|------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Governing body coaches | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Coaches from club | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Others: please specify | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Combining elite sport and study

25. During your time at school/higher education, did your educational establishment offer you any special treatment in recognition of your status as an elite athlete?

- No Yes (please say which below)

| | Secondary Education (11-18) | Higher Education/University |
|--|--------------------------------|---|
| | | <input type="checkbox"/> Not applicable to me |
| Flexible lesson timetable | <input type="checkbox"/> Yes | <input type="checkbox"/> Yes |
| Reduced attendance obligations | <input type="checkbox"/> Yes | <input type="checkbox"/> Yes |
| Staggered study | <input type="checkbox"/> Yes | <input type="checkbox"/> Yes |
| Flexible examinations | <input type="checkbox"/> Yes | <input type="checkbox"/> Yes |
| Individual study coaching/study advice | <input type="checkbox"/> Yes | <input type="checkbox"/> Yes |
| Sponsorship/financial assistance | <input type="checkbox"/> Yes | <input type="checkbox"/> Yes |

26. Did you go to a specialised secondary school or higher education institute that offers specific facilities to support elite sport and academic study (other than a regular school/institute in your country)?

| | Yes | No | Not applicable, does not exist in my country |
|-----------------------------|--------------------------|--------------------------|--|
| Secondary Education (11-18) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Higher Education/University | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

27. How do you rate the general support that you received when combining your elite sport training activities with your studies?

| | Good | Sufficient | Reasonable | Insufficient | Poor | Not applicable |
|-----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Secondary Education (11-18) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Higher Education/University | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

PART 4: ATHLETE CAREER AND POST CAREER SUPPORT

Employment

28. If you currently have (other) paid work alongside your elite sport activities, how do you rate the support of your employer towards your elite sport career?

- Good Sufficient Reasonable Insufficient Poor Don't know

Training

29. How many hours a week do you spend on all your training activities (including field/swim training, strength and conditioning and other supportive training activities, but excluding rest)?

hours per week

Financial support

For elite sportsmen/women in some nations, a range of services is available to them, depending on their level of ability. This range of services is provided at the discretion of national governing bodies, Olympic Committees and/or the national agency for elite sport.

30. Do you receive a monthly salary for your elite sport activities?

- No Yes
- If yes, who provides this monthly salary? National sports administration Olympic committee
- National Governing Body Sponsors
- Club Don't know

31. Is this monthly financial support sufficient to pay for your living and training costs as a full time/part time elite athlete?

- Insufficient Sufficient to train as a part time athlete Sufficient to train as a full time athlete

32. Do you receive any other reimbursements for your sport activities? (From government/Olympic Committee/NGBs/club)

- No (Go to Q35) Yes

33. What kind of reimbursements do you receive?

- Travel Costs Participation in international competition Car Equipment/clothing
- General training costs Insurances Medical costs Meals at training facilities
- Other (please specify) _____

34. Are these reimbursements sufficient to pay for all the costs you incur on your sport activities?

- No Yes

Income of athletes 35. (a) What currency do you use in your country? _____

(b) What gross annual income do you receive through your elite sport activities?

* please note that the answers to this question will be used for no other purpose than comparing the figures for your nation with other nations. We would like to reassure you that your answer is confidential and individual athletes will not be identifiable by their answers

Monthly Wages Around per year
 Reimbursements Around per year
 Sponsorship Around per year
 Prize Money Around per year

36. How much of your own money do you estimate you spend on average per year on your elite sport activities?

Around (If 'zero' please state "0")

37. What was your gross annual income (2010) according to the categories below?

< 10,000 10 - 35,000 35,001 - 50,000 50,001 - 70,000 > 70,000 Don't know

Support services

The next set of questions asks you to rate the quality of the various support services you have received over the last 12 months. It is unlikely you will have had access to all of these services over the last 12 months: this could be because of your programme status; your individual performance needs; the resources available etc. However, where you have received support of the types listed, please try to provide a rating for the quality of that support

38. What support services did you make use of during the last 12 months and for those services you did receive, how do you rate the quality of these support services

| | Very high | Fairly High | Reasonable | Fairly Low | Very Low | I haven't received any support of this type in the last 12 months |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---|
| <u>SPORT SCIENCE</u> | | | | | | |
| Biomechanics/performance analysis | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strength and conditioning training | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Nutrition (by a dietician) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Physiology | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Psychology/mental coaching (by a sport psychologist) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <u>SPORT MEDICINE SUPPORT</u> | | | | | | |
| Massage | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Physiotherapy | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advice/treatment from a sports doctor (e.g. team doctor, advised by national governing body/national sport association) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <u>PERFORMANCE LIFESTYLE SUPPORT</u> | | | | | | |
| Performance lifestyle support - career coaching; advice regarding your career; life style management | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Legal advice, financial advice | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Media training | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Others (specify) _____ | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

39. In general terms, how do you rate the support services that you currently receive as an elite athlete in order to perform at your highest possible level?

- Good Sufficient Reasonable Insufficient Very insufficient Don't know

POST ATHLETIC CAREER: when your sporting career ends...

40. Can you make use of any support services that might help you in preparing for life after your sporting career?

- No I don't know Yes

If yes, which of the following support services do you receive, that might help you in preparing for life after your sporting career

- Specific programmes (e.g. fitness) to prepare you for the end of your career
 Sport psychologist to prepare you for the end of your career
 Building a social network (friends) Building a professional network (work relations)
 Adapted curriculum for education Career coaching
 Financial support Financial advice
 Others _____

41. To what extent do you agree with the following statements:

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | I don't know |
|--|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| I am well informed about the support services available after my athletic career and about my future career prospects | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Post athletic career support is well developed in my country | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I am concerned about what will happen to me after my athletic career | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Concerns about my future prospects outside sport have negatively affected my ability to focus fully on being an elite athlete. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The career perspectives of elite athletes after their retirement is a serious problem/bottleneck in N. Ireland | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| After my elite sport career I expect to find a job that fits my education and interest shortly | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

PART 5: TRAINING FACILITIES/INFRASTRUCTURE

42. Do you have full-time access to a national high performance training centre?

- No Yes

43. Can you make use of the following support services, at the MAIN facility where you do most of your training:

- | | |
|--|---|
| <input type="checkbox"/> A sports physician | <input type="checkbox"/> A nutritionist |
| <input type="checkbox"/> A medical specialist | <input type="checkbox"/> Sport scientists (e.g. biomechanics support) |
| <input type="checkbox"/> Physiotherapy | <input type="checkbox"/> Lifestyle/Career support services |
| <input type="checkbox"/> A masseur | <input type="checkbox"/> Study counselling services |
| <input type="checkbox"/> A mental coach/psychologist | <input type="checkbox"/> None of the above |

44. How do you rate the training & competition facilities at elite level sport in your country, as you experience them:

| | Very high | Fairly High | Reasonable | Fairly Low | Very Low | I don't know |
|--------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| The quality | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The availability/accessibility | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

45. How many hours a week do you spend traveling to and from training? (This question refers to travelling to your club, governing body training facilities, and own training etc, it does not include travel for training in foreign countries).

In total an average of hours per week travelling to and from training

PART 6: EXPERTISE OF COACHES

46. How do you rate your current elite coach's level of expertise (this question relates to the coach with whom you spend the most time)?

| | Very high | Fairly High | Reasonable | Fairly Low | Very Low | I don't know |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Knowledge/expertise at the highest international level | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Technical coaching skills | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Interpersonal coaching skills (contact with me as an athlete) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

47. To what extent do you agree with the following statements:

| | Strongly agree | Agree | Neither adgree nor disagree | Disagree | Strongly disagree | I don't know |
|---|--------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|--------------------------|
| My current coach is the most appropriate coach for me at this stage of my athletic career | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I still have much to learn from my current coach | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

PART SEVEN: NATIONAL AND INTERNATIONAL COMPETITIONS

National competition: competition organised at a national level.

International competition: competition organised abroad at an international level.

National competition

48. In general terms how do you rate the level/standard and frequency of national level competitions in your sport (that is, with regard to the opportunities you have as (young) athletes to participate in competitions, usually in your country), for both young talents and for (senior) elite athletes?

For young talents/as a **JUNIOR** athlete Very high Fairly High Reasonable Fairly Low Very Low I don't know

Frequency of competitions/tournaments in N. Ireland

The level of competitions/tournaments in N. Ireland

For elite athletes as a **SENIOR** athlete

Frequency of national competition or national tournaments

The level of national competition

Participation in international competition

49. Can you, given your level, take part in enough international competitions?

Yes No Don't Know

50. Do you receive financial support from your governing body or other sports organisations, to participate in international competitions? And if yes, do you consider this support to be sufficient?

No Don't Know Yes If **YES**, is this sufficient? No Yes

Organisation of international events in your country

51. Do you think that enough international elite events are organised in your country in your sport?

Yes No No opinion

PART EIGHT: SCIENTIFIC RESEARCH AND INNOVATION

52. In general, how do you rate the applicability of scientific research (biomechanics, physiology...), new technology developments and innovation in your sport?

| | Very high | Fairly High | Reasonable | Fairly Low | Very Low | N/A / I don't know |
|-----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Applied scientific research | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| New technology developments | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Innovation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

53. How do you rate the opportunities you get to use applied scientific research (biomechanics, physiology...), new technology developments and innovation in your sport?

| | Very high | Fairly High | Reasonable | Fairly Low | Very Low | N/A / I don't know |
|-----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Applied scientific research | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| New technology developments | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Innovation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

PART NINE: MEDIA COVERAGE

54. In general terms, how do you rate the media coverage for your sport in your country?

| | Good | Sufficient | Reasonable | Insufficient | Poor | N/A / I don't know |
|----------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Quality | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Quantity | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

55. How do you rate the media coverage for your own sport achievement?

Good Sufficient Reasonable Insufficient Poor Don't know

PART TEN: MEASURES TO IMPROVE THE ELITE SPORT CLIMATE

With the **elite sport climate** we mean the combination of factors that lead to a climate in which elite athletes can optimally develop and perform. In this survey they are summarised in 10 important areas that are listed below.

56. The list below outlines 10 important areas of investment for the national policy of a country in elite sport.

(a) Rank the 10 options below which in your opinion have the **greatest influence on a country's international sporting success** (rank 1 = most important/influential; rank 10 = least influential). We would prefer not to have duplicates or blanks, however if you can't separate two elements then please provide an answer rather than leaving it blank.

| | | | |
|---|----------------------|--|----------------------|
| Financial support for sport and elite sport: total national and regional expenditures on sport and elite sport. | <input type="text"/> | Training facilities: a network of high quality national and regional elite sports centres, national coordination. | <input type="text"/> |
| The structure and organisation of sports policies: an integrated approach to policy development, long-term planning, clear task descriptions, simplicity of administration, effective communication. | <input type="text"/> | Coaching provision and coach development: well trained coaches, a good (elite) coach education system, support for the individual living circumstances of coaches, the recognition of the job of coaches. | <input type="text"/> |
| Sport participation: sufficient sport participants (club members), quality in sports clubs, opportunities for sport at school. | <input type="text"/> | National and international competition: a good national competition structure, sufficient opportunities to take part in international competitions, organisation of international events in my country. | <input type="text"/> |
| Talent identification and development: an effective talent identification system, coordinated planning for talent development at the right age, multidimensional support programmes, study support. | <input type="text"/> | Scientific support for elite sport: by applied scientific research, dissemination and coordination of scientific information. | <input type="text"/> |
| Athletic and post career support: support for individual living circumstances, coordinated support programme for elite athletes, post career support. | <input type="text"/> | (Elite) sport culture: the way the people in a nation think about sport, engage in sport and are interested in sport. | <input type="text"/> |

(b) Rank the 10 characteristics of the total elite sport climate below, which, in your opinion, are the most in need of improvement in your county (rank 1 = most in need of improvement; rank 10 = least in need of improvement).

We would prefer not to have duplicates or blanks, however if you can't separate two elements then please provide an answer rather than leaving it blank.

Financial support for sport and elite sport: total national and regional expenditures on sport and elite sport.

Training facilities: a network of high quality national and regional elite sports centres, national coordination.

The structure and organisation of sports policies: an integrated approach to policy development, long-term planning, clear task descriptions, simplicity of administration, effective communication.

Coaching provision and coach development: well trained coaches, a good (elite) coach education system, support for the individual living circumstances of coaches, the recognition of the job of coaches.

Sport participation: sufficient sport participants (club members), quality in sports clubs, opportunities for sport at school.

National and international competition: a good national competition structure, sufficient opportunities to take part in international competitions, organisation of international events in my country.

Talent identification and development: an effective talent identification system, coordinated planning for talent development at the right age, multidimensional support programmes, study support.

Scientific support for elite sport: by applied scientific research, dissemination and coordination of scientific information.

Athletic and post career support: support for individual living circumstances, coordinated support programme for elite athletes, post career support.

(Elite) sport culture: the way the people in a nation think about sport, engage in sport and are interested in sport.

57. How do you rate the current state of the elite sports climate in your country with regard to performing at the highest international level compared to that of other nations?

- Good Sufficient Reasonable Insufficient Very insufficient I have no idea

58. As an elite athlete, how do you rate the recognition you receive in your country?

- Good Sufficient Reasonable Insufficient Poor

59. Did any people from the following list inspire you to take up your current sport? Please tick any that apply.

Friends Parents Teachers Elite Athletes Club coach

No one Others (Please state) _____

60. Were other elite athletes a source of inspiration to you as a young talent?

No (Go to Q60a)

Yes, in what ways did they inspire you?

Inspiration to start training for a particular sport No Yes

Inspiration to choose your current elite sport No Yes

Inspiration to train more intensively No Yes

Inspiration to train in my sport at a high level and to become an elite athlete No Yes

Inspiration to use a specific type of equipment No Yes

Inspiration to buy specific branded clothing No Yes

Inspiration to live your life in a specific way No Yes

60a. Which athlete inspired you the most:

61. Do you see yourself as a role model that inspires young sports people?

No Yes I don't know

By completing this survey you have contributed to the building up of a picture of the elite sport climate in your country.

With this information, the national sports authorities will be able to evaluate your national elite sport policy and to make improvements where necessary.

Your name:

*** This question is asked only to be able to follow up those who have not responded and to prevent you from being contacted again. We reassure you again that all answers are confidential and that individual athletes will not be identifiable by their answers.**

Thank you for completing this survey, please now return it in the business address envelope which came with the survey.



Appendix

3

Appendix 3:

Elite Coaches' Survey

ABOUT THIS SURVEY



| | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|
| | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|

This survey is your opportunity as an elite coach to feedback to policy makers from the national governing bodies (NGBs), National governments, National Sport Administration and Olympic Committees to develop future elite sport policy in your country. We want to get your views on how you evaluate the combination of factors that lead to a climate in which elite coaches and their athletes can develop and perform to their maximum potential. This survey focuses on nine different areas. In order to be able to give reliable advice to policy makers, it is important to have as high a response rate as possible for each question. We urge you to have your say by completing this questionnaire as fully and as honestly as you can.

Please be assured that your answers are confidential and individual coaches will not be identifiable by their answers

INTRODUCTORY QUESTIONS

1. In which sport(s) and in which discipline(s)/events do you work as a trainer or coach of elite and talented athletes?

Sport(s): _____
Discipline(s)/events: _____

1a. Is it an Olympic discipline?

Yes No

2. At what level of elite sports are you currently a coach and for how many years have you been active at this level?

National youth selection years as a coach
 National senior level (i.e. working with national level athletes) years as a coach
 International senior level (i.e. working with international level athletes) years as a coach

3a. What is the highest level at which you have ever trained or coached? (Please tick your highest level of achievement only)

International level (i) (top 3 in the world (e.g. medal winning in senior World championships, Olympic Games, Grand Slams, World ranking))
 International level (ii) (top 3 in the world top 8 in the world (e.g. top 8 in senior World championships, Olympic Games, Grand Slams, World ranking))
 International level (iii) (top 3 in the world top 8 in the world (e.g. top 16 in the world (e.g. in senior World championships, Olympic Games, Grand Slams, World ranking))
 International level (iv) top 8 in Europe (e.g. top 8 in senior European championships, Pan American Games, Asian Games or comparable event)
 National level - (you have coached athletes at national senior level)
 None of the above, for example you do not coach athletes at senior level yet

3b. For how many years have you trained at this level?

years

4. At which level did you participate in sport yourself?

- International/elite level
 National Level
 Recreational
 Other (please specify) _____

5. Do you work as a paid coach for either: the national governing body for your sport, or for the government/Sport Northern Ireland?

- Yes, national governing body Yes, government/Sport Northern Ireland No

6. Which of the following best describes your current status, in addition to being an elite coach?

- I am a full time coach: I coach on a full time basis
 I am full time working/studying: I work/study on a full time basis and coach before/after work
 I am part time working/studying: I work/study on a part time basis and coach before/after work
 Other (please specify) _____

7. Are you: Male Female

8. What is your year of birth?

9. What is your nationality?

- Irish Northern Irish British Other (please specify) _____

PART 2: GOVERNANCE, COMMUNICATION AND POLICY INVOLVEMENT

10. Have you received 'formal' written or electronic information on any of the following subjects from your club, governing body or other institutions at least once during the last year?

| | Yes | No | Not applicable |
|--|--------------------------|--------------------------|--------------------------|
| Selection criteria | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Nutrition | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Training and competition plans | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Travel plans | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Doping (dangers) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Scientific research developments/knowledge | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| New developments in training methods | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Policy decisions and policy changes | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

11. In general terms how would you assess communication with coaches from your club/ national governing body/government/National Olympic Committee/Sport Northern Ireland?

| | Excellent | Good | Reasonable | Not good | Poor | Not applicable |
|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Club | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| National Governing Body | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Government | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Olympic Committee | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sport Northern Ireland | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

12. Does your governing body/National Sport Association have a Coaches' Commission? (A coaches' commission is a formally recognised collective voice representing coaches to the national governing body)

Yes No Don't Know

13. In general, to what extent are elite coaches involved in the development of national level elite sports policies in your sport and in your country. This question is concerned specifically with involvement in policy development PRIOR to these policies being written and communicated.

| | Highly involved | Sufficiently involved | Reasonably involved | Insufficiently involved | Not at all involved | I don't know |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| In your sport: by your national governing body | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| In your country, by national sport policy organisations (national sport administration, government) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

14. In general, to what extent are elite coaches involved the evaluation of elite sport policy, i.e. AFTER policy plans have been implemented?

| | Highly involved | Sufficiently involved | Reasonably involved | Insufficiently involved | Not at all involved | I don't know |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| In your sport: by your national governing body | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| In your country, by national sport policy organisations (national sport administration, government) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

15. To what extent do you agree or disagree with the following statements:

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | I don't know |
|--|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| For me there is too much administration involved in being an elite coach in Northern Ireland | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Policy makers regularly consult coaches about their specific needs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

PART 3: TALENT DEVELOPMENT

In the early part of an elite athlete's career, good coaching is enormously important. This period typically takes around 6 to 10 years and differs by sport. The coaching is aimed at: the identification of sportsmen/women with a lot of talent; the further development of these athletes' sporting abilities; and the sensible and sustainable development of their sporting careers.

In case you have nothing to do with young talent (but only with established (senior) elite athletes) please tick the box below and skip this block of questions (**by going to Q23**).

The subject of talent development is not applicable to me (go to Q23).

Extra attention and provisions for talented young athletes

16. Do you consider that the athletes you train or trained receive(d) sufficient support and extra attention in any of the areas listed below during the talent development stage?

| | Yes | No (should be more) | Not necessary |
|---|--------------------------|--------------------------|--------------------------|
| More frequent and more intensive training | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Training in a separate group/private training | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Extra strength and conditioning training | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Training and competition schedules | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Better training facilities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Participation in international competitions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Transport | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Apparel and sporting equipment | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Reimbursement of expenses | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

17. Do you consider that the athletes you train or trained receive(d) sufficient extra coaching support during the talent development phase to develop to their highest possible level?

| | Yes | No (should be more) | Not necessary |
|--|--------------------------|--------------------------|--------------------------|
| Mental coaching from a professional sport psychologist | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Nutrition coaching/diet by a dietician | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Medical support services from specialised doctors | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Physiotherapy, massage | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Medical follow up (medical diary: close follow up with regard to injuries) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Biomechanic support | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Career advice - career planning | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Study support (planning for exams, extra time for training,...) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

18. Do you think the amount of support during the talent development phase is generally sufficient for your athletes to develop to their highest possible level?

More than sufficient Sufficient Reasonable Insufficient Very insufficient Not applicable

19. At what age do athletes (on average) in your sport receive extra attention or provisions such as more intensive training, better training facilities etc for the first time?

Club: at years old

Governing body: at years old

20. In your general opinion is the extra support and attention at this age - from the governing body - about right, too early or too late?

- About right Too early Too late I don't know

21. Are you able to offer the upcoming talented athletes whom you train enough extra attention, sufficient training?

- Yes No (why not)? _____

Combining elite sport and study

22. How do you generally assess the support that your athletes received for combining their training activities with their studies in your sport?

| | Good | Sufficient | Reasonable | Insufficient | Poor | Not applicable |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Secondary Education (11-18) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Higher Education/University (av. > 18 years old) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

PART 4: ATHLETE CAREER AND POST CAREER SUPPORT

Support services

The next set of questions asks you to rate the quality of the various support services that your athletes are able to receive. It is unlikely that athletes will have had access to all of these services: this could be because of their programme status; their individual performance needs; the resources available etc. However, where they have received support of the types listed, please try to provide a rating for the quality of that support.

23. What support services did your athletes make use of (during the last 12 months) and for those services they did receive, how do you rate the quality of these support services? Please also tick the relevant box if services are not applicable or relevant to your sport/situation.

| | Very High | Fairly High | Reasonable | Fairly Low | Very Low | I haven't received any support of this type in the last 12 months | This service is not applicable to my sport |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---|--|
| <u>SPORT SCIENCE</u> | | | | | | | |
| Biomechanics/performance analysis | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strength and conditioning training | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Nutrition (by a dietician) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Physiology | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Psychology/mental coaching (by a sport psychologist) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <u>SPORT MEDICINE SUPPORT</u> | | | | | | | |
| Massage | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Physiotherapy | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advice/treatment from a sports doctor (e.g. team doctor, advised by national governing body/national sport association) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| <u>PERFORMANCE LIFESTYLE SUPPORT</u> | Very High | Fairly High | Reasonable | Fairly Low | Very Low | I haven't received any support of this type in the last 12 months | This service is not applicable to my sport |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---|--|
| Performance lifestyle support - career coaching; advice regarding your career; life style management | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Legal advice, financial advice | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <u>OTHERS</u> | | | | | | | |
| Media training | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Others (specify) _____ | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

24. In general terms, how do you rate the support services that your athlete(s) currently receive in order to perform at their highest possible level?

Good Sufficient Reasonable Insufficient Very insufficient Not applicable

POST ATHLETIC CAREER: when your sporting career ends...

25. To what extent do you agree or disagree with the following statements:

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | I don't know |
|---|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| Athletes are well informed about the support services available after their athletic career and about their future career prospects | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Post athletic career support for (former) elite athletes is well developed in Northern Ireland | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

PART 5: TRAINING FACILITIES / INFRASTRUCTURE

26. How do you rate the training & competition facilities at elite level sport in your country, as you experience them:

| | Very high | Fairly High | Reasonable | Fairly Low | Very Low | I don't know |
|--------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| The quality | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The availability/accessibility | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

27. How much time per week do you spend traveling to and from training? (This question refers to travelling to your club, governing body training facilities, and own training etc, it does not include travel for training in foreign countries).

In total an average of hours per week travelling to and from training

PART 6: EXPERTISE OF COACHES

28. Have you completed a coaching training course that is recognised by your national governing body or some other recognised coaching body? At which level?

- Yes (if yes, at which level)? _____
- I am following one at the moment, at level: _____
- No

29. In the past 12 months have you undertaken refresher courses or attended conferences that help you to improve your expertise as a coach at elite sport level?

- Yes No

29a. If yes, how frequently?

- Once a year 2 - 4 times a year More than 4 times a year

30. Do you consider that there are enough accredited training courses/refresher courses in your country for elite level coaches?

- Yes No

31. How do you rate the level of the governing body's (or other recognised organiser) coaching development certification structure and coach education opportunities (e.g. refresher courses) in general in your sport?

| | Good | Sufficient | Reasonable | Insufficient | Poor | N/A |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Coach Development certification structure | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Coach Education / Refresher course | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Training activities

32. How many hours do you spend per week on training (with your elite level athletes and emerging talents)?

Total: hours

33. Do you consider that you are able to spend enough time with your elite athletes, to enable them to perform at their highest level?

- Yes No

Employment

34. Have you a written employment contract in connection with your coaching activities?

- Yes No

35. If you currently have (other) paid work alongside your elite sport activities, how do you rate the support of your employer towards your elite sport coaching career?

- More than sufficient Sufficient Reasonable Insufficient Very insufficient Not applicable

Financial support/income of coaches

36. Do you receive a monthly salary or other direct financial support for your elite sport coaching activities?

- Yes No

36a. If yes, who provides this monthly salary?

- | | |
|--|---|
| <input type="checkbox"/> National sports administration/government | <input type="checkbox"/> Elite athletes |
| <input type="checkbox"/> Olympic Committee | <input type="checkbox"/> Club |
| <input type="checkbox"/> National Governing Body | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> Sponsors | |

37. Is this monthly financial support sufficient to pay for your living costs as a full time/part time elite coach?

- Sufficient to operate as a full time elite coach
 Sufficient to operate as a part time coach (you need to combine with part time working)
 Insufficient

38. Do you receive any other reimbursements for your elite coaching activities? (From government/Olympic committee/NGBs/club).

- Yes No (go to question 41)

39. What kind of reimbursements do you receive?

- | | |
|--|---|
| <input type="checkbox"/> Travel costs | <input type="checkbox"/> General training costs |
| <input type="checkbox"/> Participation in international competitions | <input type="checkbox"/> Insurances (health, third party, accident insurances...) |
| <input type="checkbox"/> Car | <input type="checkbox"/> Medical costs |
| <input type="checkbox"/> Equipment/clothing | <input type="checkbox"/> Meals at training facilities |
| <input type="checkbox"/> Others (please specify) _____ | |

40. Are these reimbursements sufficient to pay for all the costs you incur on your coaching activities?

- Yes No

41. What gross annual income do you receive on average through your elite sport coaching activities (including wages and bonuses, excluding reimbursements related to your coaching activities)?

Please note that the answer to this question will be used for no other purpose than comparing the figures for your nation with other nations. We assure you that your answer is confidential and individual coaches will not be identifiable by their answers.

Around per year

42. What currency do you use in your country? _____

42a. How much of your own money do you estimate you spend on average per year on your elite coaching activities?

- Nothing Around _____

43. What was your gross annual income (2009 or 2010) according to the categories below?

Please note that the answers to this question will be used for no other purpose than comparing your nation with other nations. We reassure you that your answer is confidential and individual coaches will not be identifiable by their answers.

- <10,000
 10,000-35,000
 35,001-50,000
 50,001-70,000
 >70,000

Training

44. How many hours a week do you spend on all your coaching activities (including preparation and follow up on training activities, scouting etc)?

hours per week

45. To what extent do you agree with the following statements:

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | I don't know |
|---|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| The opportunities I get in Northern Ireland to develop as an expert coach at the highest international level in my sport are well developed (e.g. the knowledge and information you receive, opportunities to follow elite level courses) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The provisions for coaches in Northern Ireland regarding their personal living circumstances are well developed | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The job of elite coach is sufficiently recognised in Northern Ireland | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

PART SEVEN: NATIONAL AND INTERNATIONAL COMPETITIONS

National competition: competition organised at a national level.

International competition: competition organised abroad at an international level.

National competition

46. In general terms how do you rate the level/standard and frequency of national level competitions in your sport (that is, with regard to the opportunities your athletes have as to participate in competitions, usually in your country), for both young talents and for (senior) elite athletes?

For young talents/as a **JUNIOR** athlete Very high Fairly High Reasonable Fairly Low Very Low I don't know

Frequency of competitions/ tournaments in N. Ireland

The level of competitions/ tournaments in N. Ireland

For elite athletes/as a **SENIOR** athlete

Frequency of national competition or national tournaments

The level of national competition

Participation in international competition

47. Can your athletes, given their level, take part in enough international competitions?

Yes No No opinion

48. Do you receive financial support from your governing body or other sports organisations, to participate in international competitions? And if yes, do you consider this support to be sufficient?

No Don't Know Yes If **YES**, is this sufficient? No Yes

49. On average, how many weeks per year are you abroad (not in your home environment) for training or competition with your elite athletes or emerging talents?

weeks

Organisation of international events in your country

50. Do you think that enough international elite events are organised in your country in your sport?

Yes No No opinion

PART EIGHT: SCIENTIFIC RESEARCH AND INNOVATION

51. Do you actively search for scientific information related to your training activities for the development of your elite athletes?

Yes, frequently (at least once a month) Yes, sometimes (1-2 times a year) No

52. Did you actively use over the past 12 months applied scientific research related to your training activities for the development of your elite athletes?

Yes No

53. Do you receive at least annually from your national governing body or club, a magazine which contains, amongst other things, scientific knowledge on your sport?

Yes No

54. Did your national governing body, club or national sports agency organise over the past 12 months seminars that update you with information on relevant scientific knowledge/research?

Yes No

55. Do you consider that there is sufficient scientific research in your country related to your area of elite sport?

Yes No No idea, I have no need for scientific research; I don't search for it

56. Do you consider that scientific knowledge is disseminated sufficiently well amongst the elite coaches in your sport?

Yes No

57. How do you rate the applicability of applied scientific research (biomechanics, physiology...), new technology developments and innovation in your sport?

| | Very high | Fairly High | Reasonable | Fairly Low | Very Low | N/A / I don't know |
|-----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Applied scientific research | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| New technology developments | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Innovation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

58. How do you rate the opportunities you get to use applied scientific research (biomechanics, physiology...), new technology developments and innovation in your sport?

| | Very high | Fairly High | Reasonable | Fairly Low | Very Low | N/A / I don't know |
|-----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Applied scientific research | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| New technology developments | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Innovation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

PART NINE: MEDIA COVERAGE

59. In general terms, how do you rate the media coverage for your sport in your country?

| | Good | Sufficient | Reasonable | Insufficient | Poor | N/A / I don't know |
|----------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Quality | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Quantity | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

PART TEN: MEASURES TO IMPROVE THE ELITE SPORT CLIMATE

With the **elite sport climate** we mean the combination of factors that lead to a climate in which elite athletes can optimally develop and perform. In this survey they are summarised in 10 important areas that are listed in question 62.

60. How do you rate the current state of the elite sports climate in Northern Ireland compared with other nations in regard to performing at the highest international level?

Good Sufficient Reasonable Insufficient Poor I have no idea

61. Do you see the elite athletes that you currently train as a role model that inspires young sports people?

Yes

No (go to Q62)

I don't know (go to Q62)

61a. If yes, in what way do they inspire young people?

| | Yes | No |
|---|--------------------------|--------------------------|
| Inspiration to start training for a particular sport | <input type="checkbox"/> | <input type="checkbox"/> |
| Inspiration to choose your current elite sport | <input type="checkbox"/> | <input type="checkbox"/> |
| Inspiration to train more intensively | <input type="checkbox"/> | <input type="checkbox"/> |
| Inspiration to train in my sport at a high level and to become an elite athlete | <input type="checkbox"/> | <input type="checkbox"/> |
| Inspiration to use a specific type of equipment | <input type="checkbox"/> | <input type="checkbox"/> |
| Inspiration to buy a specific branded clothing | <input type="checkbox"/> | <input type="checkbox"/> |
| Inspiration to live your life in a specific way | <input type="checkbox"/> | <input type="checkbox"/> |

62. The list below outlines 10 important areas of investment for the national policy of a country in elite sport.

(a) Rank the 10 options below which in your opinion have the greatest influence on a country's international sporting success (rank 1 = most important/influential; rank 10 = least influential). We would prefer not to have duplicates or blanks, however if you can't separate two elements then please provide an answer rather than leaving it blank.

Financial support for sport and elite sport: total national and regional expenditures on sport and elite sport.

Training facilities: a network of high quality national and regional elite sports centres, national coordination.

The structure and organisation of sports policies: an integrated approach to policy development, long-term planning, clear task descriptions, simplicity of administration, effective communication.

Coaching provision and coach development: well trained coaches, a good (elite) coach education system, support for the individual living circumstances of coaches, the recognition of the job of coaches.

Sport participation: sufficient sport participants (club members), quality in sports clubs, opportunities for sport at school.

National and international competition: a good national competition structure, sufficient opportunities to take part in international competitions, organisation of international events in my country.

Talent identification and development: an effective talent identification system, coordinated planning for talent development at the right age, multidimensional support programmes, study support.

Scientific support for elite sport: by applied scientific research, dissemination and coordination of scientific information.

Athletic and post career support: support for individual living circumstances, coordinated support programme for elite athletes, post career support.

(Elite) sport culture: the way the people in a nation think about sport, engage in sport and are interested in sport.

(b) Rank the 10 characteristics of the total elite sport climate below, which, in your opinion, are the most in need of improvement in your county (rank 1 = most in need of improvement; rank 10 = least in need of improvement).

We would prefer not to have duplicates or blanks, however if you can't separate two elements then please provide an answer rather than leaving it blank.

Financial support for sport and elite sport: total national and regional expenditures on sport and elite sport.

Training facilities: a network of high quality national and regional elite sports centres, national coordination.

The structure and organisation of sports policies: an integrated approach to policy development, long-term planning, clear task descriptions, simplicity of administration, effective communication.

Coaching provision and coach development: well trained coaches, a good (elite) coach education system, support for the individual living circumstances of coaches, the recognition of the job of coaches.

Sport participation: sufficient sport participants (club members), quality in sports clubs, opportunities for sport at school.

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Scientific support for elite sport: by applied scientific research, dissemination and coordination of scientific information.

Athletic and post career support: support for individual living circumstances, coordinated support programme for elite athletes, post career support.

(Elite) sport culture: the way the people in a nation think about sport, engage in sport and are interested in sport.

By completing this survey you have contributed to the building up of a picture of the elite sport climate in your country.

With this information, the national sports authorities will be able to evaluate your national elite sport policy and to make improvements where necessary.

Your name:

*** This question is asked only to be able to follow up those who have not responded and to prevent you from being contacted again. We reassure you again that all answers are confidential and that individual coaches will not be identifiable by their answers.**

Note: A similar survey was completed by Performance Directors.

Notes

This document is available
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