

Women in Sport Leadership

Research Report no. 91

*A research study for **sportscotland***

by

George Street Research

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This report is the work of Andra Laird, Diarmid Campbell-Jack and Rosemary Clapton at George Street Research.

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SUMMARY

This research was undertaken to provide information on the current position of women in sports leadership and to provide baseline information for future reference. Surveys were undertaken of key groups and the findings are reported below.

Clubs

Of the 60% of clubs with specialist coaching staff, 89% employed male coaching staff and 47% female coaching staff.

Females were also less likely to be present in other leadership roles and this was particularly so for key positions such as chair and treasurer. Less of a difference was seen in terms of secretaries. Clubs with mainly female membership were more likely to have an equal split between the genders in leadership roles.

Clubs generally considered that the gender balance in leadership roles in their organisation was satisfactory as they felt it matched membership or noted that the roles were elected and the gender balance they had worked well.

Governing bodies

Almost all (91%) of the governing bodies that were surveyed employed at least one male coach, with 73% having at least one female coach.

As with clubs, leadership roles in governing bodies tended to be held by males rather than females. The exception to this was the higher proportion of governing bodies with female secretaries. Males were much more likely than females to be found in the more senior board positions, such as president, chair, vice-chair and chief executive.

Governing bodies were relatively satisfied with the gender balance in their leadership roles although not to the same extent as the clubs were. The reasons they gave for being satisfied were generally either that the gender balance in leadership roles reflected participation levels or simply that they felt there was a good balance of genders.

Local authorities/trusts

Males were found in leadership roles more often than females, particularly for the more senior roles. Many local authorities, however, had female as well as male facility staff or managers, but there tended to be more males employed overall in leadership roles.

Most local authorities or trusts employed male and female coaches in fairly equal proportions. The exception was the higher proportion with male rather than female national level coaches.

Most local authorities or trusts were satisfied with the existing gender balance in leadership roles, commenting that there was either a good representation of females, that they had an equal opportunities policy in place or that they focused on appointing the right person for the job.

Local sports councils

Local sports councils tended to have equal numbers of males and females in voluntary and paid and full and part-time positions. The main leadership roles in these organisations, however, generally tended to be filled by males rather than females, with the exception of secretaries (40% with a male secretary, 44% with a female one) and administrators (16% with a male compared with 24% with a female).

Satisfaction with the gender balance in leadership roles in their organisation was at similar levels to those seen for governing bodies and local authorities.

Universities

Across the three universities that provided details, females were less likely to be found in the most senior roles, with more male than female directors or heads of department. Males were also more likely to be exercise physiologists, with more female than male physiotherapists.

Two universities felt their gender balance was satisfactory, noting that appointments were based on ability or that the current structure worked well. The remaining two respondents felt it was unsatisfactory, noting that there are more men than women in science and that few females applied for senior positions.

Institutes of sport

Institutes of sport tended to have roughly equal proportions of males and females in both full and part-time roles. There were, however, more male than female coaches, including at the higher levels of coaching. Males were also more prevalent in other leadership roles. There were equal proportions of males and females in sports science roles; females were more likely to be physiotherapists and males to be strength and conditioning coaches.

All the Institutes that replied were fairly satisfied with the balance of gender representation, mainly feeling that there was a good mix or even distribution of males and females in their organisation, although one respondent did feel that an imbalance existed in coaching.

Overall satisfaction with gender balance in Scottish sport

Almost half (49%) of all organisations interviewed said they did not know whether the gender balance in leadership roles in Scottish sport was satisfactory or not. Of those giving their opinion, slightly more were satisfied than not satisfied.

Those who were satisfied noted that the gender balance in leadership matched the balance in participation levels, or because they felt a good balance of genders was present. Those who were not satisfied generally considered there was a lack of females in leadership roles. The main suggestion made for increasing female representation in leadership roles was to tackle female participation levels.

Commonwealth Games 2002

More males than females were involved in leadership roles in the Scotland 2002 Commonwealth Games team. The women who were present were more likely to be in medical roles.

Scottish Executive Tourism, Culture and Sport Group.

The highest leadership positions within the group were held by males, with more females than males at the lower levels.

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The most senior leadership roles in **sportscotland** tended to be held by males, with females more prominent than males in the less senior leadership roles.

BACKGROUND AND OBJECTIVES

There is an increasing need in modern Scotland to recognise the valuable role that sports can play in the wider national social policy agenda, and in particular in the field of social inclusion and health. Sport can act as a social facilitator, bringing people together, and as a means of increasing the “feel-good” factor. An important part of the recognition of the social role of sport is the understanding that this entails meeting certain social obligations, including the crucial need to ensure equality of access and opportunity for individuals from all backgrounds. This was recognised by the Minister for Culture, Sport and Tourism in 2002:

Sport is an opportunity that should be open to all – it is important to our quality of life and the development of Scotland as a modern dynamic society. Participation in sport enables the development of essential skills and helps build a sense of identity. We recognise that sport can and does have a role to play in the wider agenda.
(**sportscotland** 2002a)

The recognition that sport can play a vital social role is widely recognised within Scotland, as detailed in *Sport 21: Nothing Left to Chance* (Scottish Sports Council 1998). One of the three visions outlined for Scotland within this document was that Scotland should be “a country where sport is more widely available to all”. A review of *Sport 21* (**sportscotland** 2002a) was undertaken to identify the key actions that need to be addressed now to achieve the Sport 21 targets. This review noted key findings relating to equality, mentioning that inequalities in sport remain largely in place, with a particular need to increase efforts to raise sports participation among all age groups including those from socially disadvantaged communities.

Women and sport forms an important part of the **sportscotland** equity strategy, which is aimed at helping to achieve a sporting environment that supports and promotes the principles of equity. One part of this strategy is to ensure that women are sufficiently represented in leadership roles in Scotland. In order to provide information on the current position of women in sport leadership and to provide baseline information for future reference, **sportscotland** commissioned George Street Research to undertake this research. Details of the study design are contained within the following section of the report.

METHODOLOGY

There were two main elements of the study, desk research and an in-depth quantitative evaluation. Details of the desk research methodology are contained within the desk research section of the report, while the quantitative methodology is described below.

There were eight different groups that formed the overall sample:

- **Governing bodies of sport.** These mainly volunteer-managed organisations provide the rules and regulations for their sport, organise competition, select and train national teams and work to develop and promote their sport.
- **Local authorities/trusts.** Local authorities are major providers of sports facilities and opportunities through facility provision, sports development and school sport. Throughout the report 'local authority' is used to refer to both trusts and local authorities.
- **Local sports councils.** These volunteer organisations bring together sporting representatives within a particular district to work jointly for the benefit of sport.
- **Sports clubs** include a wide range of organisations whose primary purpose is normally to provide their members with opportunities to take part in sport.
- **Sports institutes.** The Scottish Institute of Sport was established in 1998 to support the development of high performance sport in Scotland. There are now also six area institutes based throughout Scotland with a responsibility to identify and nurture local talent through to Scottish Institute level.
- **Sports science departments of universities.**
- **sportscotland** is the national agency dedicated to promoting sporting opportunities for all Scots at all levels. **sportscotland** distributes lottery funding and an annual government grant, and works in partnership with local authorities, governing bodies, local sports councils and others in developing sport in Scotland.
- **Scottish Executive Tourism, Culture and Sport Group.** This is the main Scottish Executive department dealing with sport issues.

Separate questionnaires were designed for the first six groups listed above covering the following basic questions:

- Profile of membership, split by proportions of males and females
- Profile of coaches (gender, level and age group coached)
- Profile of leadership roles (by gender)
- Views on gender balance in sport leadership roles in their organisation

- Views on gender balance in sport leadership roles in Scottish sport

Each questionnaire was designed with input from **sportscotland** staff and was piloted among a sample of prospective respondents before being finalised. In addition, all questionnaires were put onto the internet to enable respondents to complete the questionnaire at their computer if they wished. Copies of the questionnaires are included in Appendix B. The following section explains how each group was surveyed.

Clubs

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

- A sample of sports clubs was obtained from Yellow Pages. This contained a wide range of clubs in Scotland and organisations not relevant to the study were removed.
- Letters were sent to governing bodies asking for a list of affiliated clubs.
- Letters were also sent to local sports councils requesting a list of clubs within their locality.

All clubs were then added into a database, which was sorted to remove all duplicate clubs. This resulted in a database containing the contact details of approximately 2,800 clubs from which the final sample of 500 clubs was to be drawn.

The final 500 clubs were selected by following the basic pattern of clubs used in **sportscotland's** study *Sports Clubs in Scotland* (**sportscotland**, 2001). Details of the structure of the club sample are contained in Appendix A.

Each club was sent a copy of the questionnaire by post, along with a reply-paid envelope. A prize draw (with a prize of £100) was used as an incentive to clubs. The questionnaire was sent again, with a reminder letter, to all those clubs that had not responded. In total, 116 clubs replied to the survey, a response rate of 23%.

Governing bodies of sport

Questionnaires were sent to 110 governing bodies. Each governing body was asked to provide contact details for affiliated clubs and this also provided an opportunity to let the governing body know that they would shortly be receiving a questionnaire on gender balance in sports leadership. This questionnaire was then posted to all governing bodies with a reminder sent to all those who had not replied. Thirty-five governing bodies responded, a response rate of 32%.

Local authorities

Thirty-two local authorities/trusts were included in the survey. A named individual was sent a questionnaire by post, again with a reply-paid envelope. Those respondents who did not reply received a telephone reminder and an additional copy of the questionnaire was posted or faxed to the appropriate

respondent. In total, 23 questionnaires were returned, representing a response rate of 70%.

Local sports councils

Details of the 73 local sports councils throughout Scotland were provided to George Street Research by the Scottish Association of Local Sports Councils. The local sports councils were contacted and asked to provide details of any sports clubs in their area. This also provided an opportunity to raise awareness of the study and tell each respondent that their views on gender balance in sports leadership would be sought in the near future. Each local sports council was then sent a questionnaire by post (with reply-paid envelope), with non-respondents sent the questionnaire again with a reminder letter to encourage participation. In total, 26 replied, giving a response rate of 36%.

Institutes of sport

Contact details for the Scottish Institute of Sport and the six area Institutes were provided by **sportscotland**. Each of the named individuals was posted a questionnaire, followed up with a telephone reminder. Five of the seven responded.

University sports science departments

Details for the eight university sports science departments were provided by **sportscotland**, with named individuals being posted a questionnaire and telephone reminders being made as necessary. Four of the eight responded.

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Details of **sportscotland**'s gender balance and comments on this balance was provided by **sportscotland**'s Human Resources Team.

Scottish Executive Tourism, Culture and Sport Group

A chart showing the personnel in leadership roles in the Scottish Executive Tourism, Culture and Sport Group was provided by **sportscotland** (since the study was undertaken there have been changes in the structure and composition of this group).

RESEARCH RESULTS

This section of the report gives the findings from each element of the research.

- Desk research
- Gender balance within each type of organisation surveyed. This includes data on the perception of gender balance in leadership roles within each organisation.
- Opinions of respondents on gender balance in Scottish sport as a whole.
- Gender balance in leadership roles in the Scottish 2002 Commonwealth Games support and management team.
- Gender balance within the Scottish Executive Tourism, Culture and Sport Group.
- Gender balance within **sportscotland**.

Desk Research

Ensuring that sport is open to all individuals regardless of race, ethnicity, sexuality, gender, ability or age is an increasingly important part of effective sports government and social responsibility in sport. As a result, issues relating to females and sport have become particularly important.

According to the IOC World Conference on Women in Sport, held in 2000, it is obvious that “the problems of women and sport are a global and social problem. Sport is only one area among others where gender issues are evident” (The Paralympian Online, 2000). Moreover, according to the president of the IOC, these issues “will remain until women hold positions of responsibility at all levels of national, regional and international sports leadership”.

The importance of having females in leadership roles has been stressed also by the New South Wales Department of Sport and Recreation, Australia. The Department recently stated that “people in leadership and decision making roles in sport influence the policies and directions of state and national sporting organisations. Without equitable representation at these levels, the sport and recreation industry can not take full advantage of the leadership skills, opinions and experiences of women, nor can it hope to adequately reflect women’s needs” (New South Wales Department of Sport and Recreation, 2001a). The female perspective is therefore very important.

Women in sports leadership roles

There has not been a great deal of work in this area and the desk research provides contextual information rather than detailed findings on women in sports leadership. The areas focused on are:

- Women in leadership/managerial roles throughout the workforce
- Gender balance in sports participation
- Gender balance in sports coaching

Women in leadership/managerial roles in the workforce

While it is widely perceived that matters have improved, there are still questions as to whether females have managed to break through the “glass ceiling” and whether gender balance in leadership as a whole is sufficiently representative.

The position of females in employment within Scotland is described in the Scottish Executive report *Women and Men in the Professions In Scotland* (Kay, 2001), which was designed to provide a baseline assessment of women’s position in the professions throughout Scotland at the end of the 20th century. A brief background to the document notes that UK governments have been concerned with the issue of gender equality in pay and employment for some considerable time.

Statistical content from this report provides an overview of the labour market in Scotland and focuses on the position of professional women within that market. The Labour Force Survey quoted in the afore-mentioned report shows that women’s overall participation in the labour market in Scotland has increased since 1990. However, there has been little or no increase in female participation in managerial occupations.

- Women over the age of 16 years have increased their participation in the workforce in Scotland by 2% in the period 1990 to 1998.
- In the same period men’s participation has decreased by 4% from 74.5% to 70.2%.
- By 1998, 53.8% of all women over the age of 16 were participating in the Scottish labour market.
- Between 1995 and 1999, women accounted for nearly one third (32%) of managers, a little less than half (48%) of professional workers and just over half (55%) of those working in associate professional and technical occupations.

Research which specifically looks at leadership/managerial roles throughout the workforce includes work by Elisabeth Wilson of the Institute for Development Policy and Management, University of Manchester (Wilson, 1998). According to Wilson, reviews of the evidence on the “representation of women in management show it is clear in terms of a variety of outcomes traditionally associated with a career, for example job status, promotion, pay

and training, women consistently fail to achieve in a comparable manner to men.” According to Wilson, estimates of women managers as a percentage of all managers differ between 10 and 15 percent and representation at different levels of seniority can vary between 27 percent at lower levels to 4 or 5 percent at the top. The author offers three explanations for women’s poor representation: deficit, structural and choice:

- Deficit theories suggest that women lack what it takes to be a manager whether it is concerned with intellect, physical and mental stamina, and ambition or leadership skills. However Marshall (1984) states that “the argument is belied by the significant overlap of characteristics and behaviour between male and female managers.”
- Structural explanations focus on the societal, organisational and familial stumbling blocks which women face.
- Choice-based explanations concerning choice by women do not focus on structural issues, but on individuals’ own choices or decisions. Women may have the ability but choose not to follow a management career.

Gender balance in sports participation

Participation in sport by gender is an important area, as barriers to participation are likely to have an impact on the gender balance in leadership roles. In *Sport 21: Nothing Left to Chance* (Scottish Sports Council, 1998) a target has been set to increase “the numbers participating in sport from groups including people with disabilities, women and young girls, people living in areas of economic and social disadvantage, people living in rural communities and from ethnic minority backgrounds”. This document also notes that reasons for lack of female participation in sport include lack of time, transport issues, fear of being alone, cultural factors and childcare issues.

The following figures from **sportscotland’s** annual survey of participation (**sportscotland**, 2002b) provide an insight into gender differences in participation in sport.

- In Scotland, 69% of males over the age of sixteen participate in sport compared to only 60% of females. Women participate in a narrower range of sports than men with participation being dominated by four activities – walking (34%), swimming (25%), keep fit (13%) and dancing (12%).
- Men participate in a wider range of sports, with 12 sports having participation rates above 5% compared to six such sports for women. The top sports for men are walking (31%), football (20%), swimming (18%), golf (17%), snooker/billiards/pool (13%) and cycling (13%).
- Over the last 12 years, women’s participation has increased from 50% to 60% while that of men has remained fairly static, rising from 67 to 69%.
- There are significant differences in the type of sports participation by gender, particularly in the adult population, but differences are also evident among young people.
- The top five sports are the same for girls and boys aged 8 – 15: swimming, football, cycling, basketball/netball/volleyball, and running. Among boys,

football leads all other sports with 84% participation; for girls swimming is the most popular at 57%.

- For girls aged 8 – 11, swimming is the most common sport, with 66% participation. Basketball/netball/volleyball is the most common for girls aged 12 – 15 with 51% participation. For boys of both age groups, football is the most common with participation over 80%.

Sport England have acknowledged a number of barriers to female participation in sport, including psychological issues (Sport England, 2002). They note that the factors which would encourage women to take part in sport include increased leisure time, lower costs, having friends to accompany them, better childcare provision, and overcoming embarrassment and lack of confidence. As a result they suggest that organisations must market themselves as welcoming to female participants and that “females coaches and leaders have a very important role in encouraging women and girls participation”.

Similar barriers to increased participation by females are seen in Ireland (NDP Gender Equality Unit, 2002) although, in addition to time and cost issues, the lack of appropriate facilities is also identified as a barrier, particularly with regard to indoor sports, although this is connected to the lack of childcare provision at many facilities. A report from New South Wales (NSW Sport and Recreation, 2001b) is also cited which stresses the importance of having safe and secure sporting environments with easy access.

Gender balance in coaching

Having females in leadership roles in sport has four main advantages, as identified by the Women’s Sports Foundation (Women’s Sport Foundation, 2003).

- to act as role models
- to bring a different perspective to decision making
- to enable decision makers to be representative of the community they serve and
- to avoid presenting the impression that there are inequitable barriers that prevent women succeeding at the highest levels in sport.

The importance of these reasons has been stressed by other bodies, with particular proposals being introduced as a result. An example is a report by the Department of Culture, Media and Sport (DCMS, 2002). This noted that “women, disabled people and ethnic minority coaches are important role models for young people acting as a reminder that coaching can be a viable career for all, regardless of gender, race or disability”.

The various imbalances noted by the DCMS have led them to set up the Coaching Task Force (a group of coaching bodies from across England) which has worked with a number of key partners to produce a report examining related coaching issues in more depth (DCMS, 2002).

They stress that with the majority of coaches currently being recruited from a relatively small base, their proposals represent a significant opportunity to change the culture of coaching. As part of this, they envisaged that by 2006, a minimum of £25 million will have been invested to create 3,000 full-time qualified Community Coaches to help develop sports skills across the country.

A number of UK sporting organisations have also come together, led by UK Sport, to work on changing the current demographic profile of coaches through producing "The UK Vision for Coaching" (UK Sport, 2002). This document sets the target that "coaching will have professional and ethical values and inclusive and equitable practice" by 2012. Among the 12 key objectives stated are the following which are directly relevant to equality in coaching:

- All those working as coaches should be required to commit to a common code of ethics and conduct.
- The NCF code of ethics and conducts should be reviewed regularly, ensuring it fits within the overall policy for ethics in sport developed by UK Sport.
- National Governing Bodies must review their recruitment and development practices to ensure recruitment from the breadth of the community.
- All employers of coaches should develop appropriate recruitment strategies recognising the uniqueness of different sports.
- Actively undertake to recruit people from under represented sectors of the community.

However, achieving a more equitable balance of genders in sports leadership is hindered by a number of specific barriers, as detailed by the Women's Sports Foundation (Women's Sports Foundation, 2003) below:

- the nature of many women's careers (e.g. breaks for domestic reasons, workplace culture being geared to males)
- the lack of role models and peers
- the expectation that women will not be taken seriously
- the existence of preconceived notions that women are better suited to other activities (e.g. caring for children or athletes with disabilities or preparing refreshments for meetings).

This has led to the current position across the UK in general, where females in sports leadership are under-represented. Details on the situation in certain UK sports administrations organisations or coaching programmes is outlined below:

Gender in Sports Leadership in the UK

	Female	Male
Sports administration		
Central Council for Physical Recreation (CCPR) member organisations (chairs, chief executives, senior managers)	24%	76%
UK Sport funded bodies 2001-2002 (performance directors, key coaches and staff)	19%	81%
British Universities Sports Association (BUSA officers, athletic union presidents, executive board and committee members)	39%	61%
Institute of Leisure Amenity Management (chief leisure officers)	12%	88%
Coaching		
Sport England Active Sports Programme (coaches)	34%	66%
British Olympic Team 2000 coaches	8%	92%
British Olympic Team 2000 team managers	4%	96%
Commonwealth Games teams (all home countries coaches)	21%	79%
Commonwealth Games teams (all home countries team managers)	32%	68%

Source: (Women's Sports Foundation, 2003)

The table shows the dominance of male participation both in sports administration and in coaching/team manager roles. Closest to an equal balance were sports administration roles in the British University Sports Association with 39% females and 61% males and coaches in the Sports England Active Sports Programme (34% being female compared to 66% being male). However, females still made up only about a third of relevant employees in both these cases.

Three examples of best practice in coaching are also detailed by the Women's Sport Foundation (Women's Sports Foundation, 2003). These are as follows:

- The England Squash 'Wot No Women' pilot initiative. This pilot focused on helping create a supportive environment where women could practice their coaching skills and help develop positive mentoring relationships.
- The 'Women into High Performance Coaching' initiative run by the Women's Sports Foundation. This initiative was based on the acknowledgement that there was a lack of national sportswomen to move into coaching at the end of their careers and represented the first major attempt to help women into higher performance coaching environments.
- The 'Paralympians into Coaching Project'. Sportscoach UK and the British Paralympian Association are helping develop this project to help support more elite athletes with disabilities in coaching and leadership

positions. Five of the fifteen athletes who are signed up to the project are females.

Overall, however, there is a lack of information available on gender balance in sport leadership. This emphasises the importance of the survey element of the present study which is reported in the following pages.

Sports Club Survey

Number of Members

The following table shows response rates by size of club.

Club Survey

Table 1.1: Club members

Number of members	Percentage of clubs responding (N =112)
0 – 19	9%
20 – 49	23%
50 – 99	22%
100 – 199	19%
200 +	22%
Don't know/no response	4%
Total	100%

Base: All clubs

The clubs surveyed included a wide range of sizes. Just under a tenth (9%) had less than 20 members, with almost a quarter (23%) having between 20 and 49 members.

Clubs of similar sizes were grouped together to see whether large, medium or small sized clubs differ in terms of gender balance. Large clubs were defined as those with over 200 members, medium sized those with 50 – 199 members, and small those with less than 50 members.

Composition of Members

Clubs also provided information on the number of males and females over and under the age of 16 in their club, as shown in the following table.

Club Survey

Table 1.2: Composition of members (average number per club in each category)

Type of member	Total (N = 111)	Small (N = 38)	Medium (N = 48)	Large (N = 25)
Males 16+	103	12	52	358
Females 16+	60	6	26	214
Males under 16	20	6	16	51
Females under 16	9	3	10	19
Total	198	26	107	632

Base: All clubs

The average club consisted primarily of adult members, 103 adult males and 60 adult females, with 20 males under 16 and 9 females under 16. This tendency towards an adult membership was seen across small, medium and large sized clubs, with each also showing higher male than female membership.

Main Sports Participated in

All clubs were asked to give the main sport they participated in and any other sports that are played by their club. These are shown below with one column showing the main sports and one showing the total sports (i.e. the percentage playing a sport either as the main or a secondary sport).

Club Survey

Table 1.3: Sports participated in by clubs

Sport	Participation in main sport (N =116)	Total participation (N =116)
Football	15%	17%
Bowling	15%	16%
Badminton	9%	9%
Golf	6%	7%
Swimming	5%	7%
Basketball	4%	4%
Karate/Tai-Chi/Taekwondo	4%	4%
Cycling	3%	4%
Hill walking/walking	3%	3%
Ice Hockey	3%	3%
Orienteering	3%	3%
Rugby	3%	4%
Tennis	3%	4%
Archery	2%	3%
Fitness	2%	3%
Hockey	2%	3%
Squash	2%	6%

Base: All clubs

Comparison of main sports participated in and the total sports played by each club showed little difference and reflected the type of club responding to the survey (it is worth noting that certain types of clubs had a higher response rate than other types of club). The only notable difference was the increase from 2% (playing as main sport) to 6% (main or additional sport) taking part in squash. Of the 5 clubs who played squash as an additional sport, most were tennis clubs.

Governing Body Affiliation

The following table shows the proportion of clubs affiliated to a governing body.

Club Survey

Table 1.4: Governing body affiliation

	Total (N = 116)	Small (N = 38)	Medium (N = 48)	Large (N = 26)
Yes	90%	84%	92%	96%
No	9%	13%	8%	4%
Don't know	1%	3%	0%	0%
Total	100%	100%	100%	100%

Base: All clubs

The vast majority of all clubs (90%) were affiliated to a governing body, with this being more common among large clubs (96%) than medium or small ones (84% and 92% respectively). It should be noted that club affiliation information will be affected by the fact that one of the sources of the clubs sample was governing bodies.

Coaching Staff

All clubs were asked whether they had any specialist sports coaching staff (paid or unpaid).

Club Survey

Table 1.5: Clubs having specialist coaches

	Total (N = 116)	Small (N = 38)	Medium (N = 48)	Large (N = 26)
Yes	60%	47%	71%	65%
No	39%	53%	29%	35%
No response	1%	0%	0%	0%
Total	100%	100%	100%	100%

Base: All clubs

Sixty per cent of all clubs stated that they used specialist coaching staff. Medium (71%) and large (65%) sized clubs were the most likely to have specialist coaching staff, but almost half of all small clubs also used specialist coaching staff.

Gender of Coaching Staff

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

Club Survey

Table 1.6: Gender of coaches in clubs

	Percentage of clubs with coaches	Average number of coaches
Male	89%	4.0
Female	47%	3.7
Total	100%	5.3

Base: All clubs which had coaching staff and provided details N=67

The majority (89%) of those clubs that had specialist coaches, had at least one male coach, with approximately half (47%) having at least one female coach. In total, the average club employed 5.3 coaches – those that had male coaches had an average of 4.0 male coaches, those that had female coaches had an average of 3.7 female coaches.

The following table shows the level of qualification of coaches by gender. The percentage figures show the proportion of clubs with a coach at any level (e.g. 20% of clubs had a national level coach and 19% of clubs had a male national level coach). The number in brackets shows the average number in each category employed by those clubs (e.g. the 19% of clubs employing male national coaches employ an average 1.2 of them).

Club Survey

Table 1.7: Gender of specialist coaching staff by level of coaches

Percentage of clubs is shown with average number of coaches in brackets

	Total (N =70)	Male (N = 70)	Female (N = 70)
National	20% (1.2)	19% (1.2)	10% (1.3)
Advanced	39% (1.7)	31% (1.3)	13% (2.6)
Club	67% (1.6)	56% (1.7)	36% (1.3)
Introductory	31% (2.0)	29% (1.9)	11% (2.2)
Unqualified	29% (1.7)	26% (1.5)	9% (2.8)
Total	100% (5.3)	89% (4.0)	47% (3.7)

Base: Clubs which had coaching staff and provided details

The majority of clubs (67%) had club level coaches, with 39% having coaches at the advanced level and 20% at the (top) national level. Approximately a third of clubs had coaches at introductory levels (31%) or unqualified (29%). Comparison by gender showed that more clubs employed male coaches at each of these levels than female, although there was less of a difference at

national level (19% of clubs employing male coaches versus 10% female) than at other levels. Sports clubs were most likely to have club level coaches, with 56% of clubs having a male club level coach and 36% having a female club level coach.

These figures show that clubs are more likely to have male than female coaches. This is true across all levels of coaching qualification. The following table shows the age group that the coaches mainly provided coaching for.

Club Survey

Table 1.8: Gender of specialist coaching staff by age group coached

Percentage of clubs is shown with average number of coaches in brackets

	Total (N = 70)	Male (N = 70)	Female (N = 70)
16 and over	76% (1.7)	66% (1.6)	30% (1.9)
12 – 15	59% (1.5)	50% (1.5)	24% (1.5)
Under 12	44% (1.7)	39% (1.5)	20% (2.0)
All clubs	100% (5.3)	89% (4.0)	47% (3.7)

Base: Clubs which had coaching staff and provided details

Over three-quarters (76%) of clubs had coaches for primarily over 16s, reflecting the fact that 95% of clubs have adult members. A large proportion (59%) coached 12 to 15 year olds, with 44% coaching under 12 year olds. A similar pattern was seen for male and female coaches. More clubs had male coaches for the top age group (66%) than for 12 to 15s (50%) or under 12s (39%), and although less clubs employed female coaches at all, the same basic pattern was visible (30% compared with 24% and 20%).

There was no significant difference in the average number of coaches used.

Further information on the number of clubs using coaches is provided in Appendix D.

Gender in Leadership Roles

Each club was asked to state how many males and how many females were in certain leadership roles in their club. The table below shows for each category, the percentage of clubs employing someone in that role, with the number in brackets showing the average number employed. For example, 59% of clubs employ a male treasurer, with these clubs having, on average, 1.0 male treasurer.

Club Survey

Table 1.9: Leadership roles

Percentage of clubs is shown with average number of coaches in brackets

	Total (N = 114)	Males (N = 114)	Females (N = 114)
Secretary	93% (1.1)	57% (1.1)	44% (1.0)
Chair	92% (1.3)	82% (1.2)	18% (1.1)
Treasurer	92% (1.1)	59% (1.0)	37% (1.0)
Chief/head coach	57% (1.7)	49% (1.5)	18% (1.3)
Team captain	47% (3.0)	43% (2.2)	20% (2.2)
Team manager	38% (1.8)	36% (1.5)	10% (1.3)
Match/Company secretary	10% (1.6)	8% (1.2)	5% (1.3)
Child protection officer	2% (1.0)	1% (1.0)	1% (1.0)
Other Committee members	22% (8.1)	19% (6.1)	21% (2.8)
Other coaches	5% (3.0)	4% (1.6)	3% (3.3)
Any other	17% (3.7)	12% (2.2)	13% (2.8)

Base: All clubs

As would be expected, the vast majority of clubs employed a chair (92%), treasurer (92%) and secretary (93%). Fewer had chief or head coaches (57%), team captains (47%) or team managers (38%) and even fewer match secretaries (10%) or child protection officers (2%). Clubs generally were more likely to have males than females in most of these leadership roles. This was particularly true of chairs (82% of clubs with a male chair compared with 18% with a female), chief or head coaches (49% compared with 18%), team managers (36% compared with 10%) and team captains (43% with a male compared with 20% with a female). There was less difference in terms of the proportions with male and female treasurers (59% compared with 37%) and, particularly, secretaries (57% with a male compared with 44% with a female) and other committee members (19% compared with 21%).

Although as many clubs had male as female other committee members, the mean number of males was higher than the number of females (6.1 versus 2.8).

The results were also analysed according to whether the club membership was predominantly male or female (see table 1.10 below).

Club Survey

Table 1.10: Leadership roles by gender of membership

Percentage of clubs is shown with average number of coaches in brackets

	Membership mainly male (N = 90)		Membership mainly female (N = 18)	
	Clubs with male in role	Clubs with female in role	Clubs with male in role	Clubs with female in role
Chair	91% (1.2)	14% (1.2)	33% (1.3)	39% (1.1)
Treasurer	68% (1.1)	32% (1.0)	11% (1.0)	72% (1.1)
Secretary	64% (1.1)	39% (1.0)	17% (1.0)	67% (1.0)
Chief/head coach	50% (1.5)	14% (1.2)	44% (1.3)	44% (1.5)
Team manager	39% (1.7)	10% (1.3)	22% (1.0)	11% (1.0)
Team captain	48% (2.2)	19% (2.1)	17% (1.7)	22% (1.8)
Match/company secretary	9% (1.3)	6% (1.4)	6% (1.0)	6% (1.0)
Child protection officer	1% (1.0)	1% (1.0)	0%	0%
Committee members	23% (6.3)	26% (2.9)	6% (3.0)	6% (1.0)
Other coaches	3% (1.7)	0%	11% (1.5)	11% (4.0)
Other	9% (1.3)	9% (1.4)	11% (3.5)	22% (6.8)

Base: All clubs

It should be noted that the base size for clubs with a mainly female membership is low and comparisons are therefore limited. The gender balance in leadership roles for clubs with a mainly female membership generally tended to be more balanced than for those with a mainly male membership (excepting treasurers and secretaries).

Satisfaction with Gender Balance in Leadership Roles

Using a four-point scale (from very satisfactory to very unsatisfactory), respondents were asked to state how satisfactory they felt the current gender balance is in leadership roles in their organisation. Results are also shown for those clubs with more males than females in leadership roles as a whole, and for those clubs with more females than males across all leadership roles as a whole.

Club Survey

Table 1.11: Satisfaction with gender balance in leadership roles

	Total (N =116)	Mainly males in leadership roles (N = 84)	Mainly females in leadership roles (N = 20)
Very satisfactory	49%	44%	65%
Fairly satisfactory	38%	42%	25%
Fairly unsatisfactory	5%	6%	5%
Very unsatisfactory	2%	2%	0%
Don't know/no response	6%	6%	5%
Total	100%	100%	100%

Base: All clubs

The majority of clubs (87%) said they were either very or fairly satisfied with the gender balance in leadership roles in their club. Satisfaction tended to be higher amongst the clubs with mainly females in leadership roles (65% very satisfied) than those with mainly male leaders (44% very satisfied).

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

Club Survey

Table 1.12: Reasons for satisfaction with gender balance

	Total (N =101)
Mainly male or female club/number of leaders representative of membership	31%
Roles are voluntary/elected	27%
Generally works well/gender not an issue	24%
Good balance exists in membership/leadership	24%
No discrimination/equal opportunities policy	14%

Base: Respondents giving gender balance as very/fairly satisfactory

Approximately a third (31%) of all clubs noted that the balance of genders in leadership roles in their clubs reflected their membership, with slightly fewer (27%) stating that leadership roles were voluntary or elected. About a quarter (24%) of clubs felt that things generally worked well or that gender was not perceived as a particular issue, with a similar proportion feeling that they had a good balance of genders either in their membership or leadership. Fourteen per cent stated that they either were non-discriminatory or that they had specific equal opportunities policies in place.

The following gives a flavour of responses received, firstly from those who commented that gender balance in leadership roles reflects that of membership.

- “Women’s club predominantly run by women”
- “Gender balance in leadership/committee roles mirrors gender balance of membership”.
- “It more or less accurately reflects the male/female bias in the club”.
- “[The sport we play] is primarily male dominated and, as such, leadership participation tends to be conducted on the same basis. Locally, there are no female practitioners, as far as I am aware, although as a club we would support all parties interested in participating, if available”.

Specific comments from those stating that the gender balance in leadership roles largely reflected those elected or volunteering for each position are shown below

- “Our club, for 27 years, has predominantly been associated with an all female committee apart from the treasurer’s position. It has always been like this – but has not actively been sought. Female volunteers offer their support”.
- “We have difficulty in getting volunteers for the posts and presently have what we consider a good balance”
- “Its difficult to find mothers etc willing to come forward to coach/help. A coaching course seems a little daunting, though we are trying to encourage greater participation from both males and females”.

Comments from those who felt either that gender tended not to be an issue or that things generally worked well are included below.

- “Everything within the club runs smoothly”.
- “It works!”
- “Good to have a mix of males and females. Often now in clubs we need males at the top as it is a business which is being run. The females are needed for balance, for organisation of the social running of the club”¹.
- “Gender is immaterial”.
- “In the main, gender is not an issue in the club”.

Comments made by those noting specific equal opportunities policies or non-discriminatory policies in general are shown below.

- “Everyone has equal opportunities, and seem to find this very enjoyable”
- “Members are given the opportunity each year prior to the AGM to consider whether they wish to be nominated for any position”.

¹ This comment was made by a female

- “Our club operates on long established principles which, by and large, are accepted by both genders at present. However, it is accepted that a change in emphasis may be required sooner rather than later”.
- “All members are eligible for election to any post. Although president, vice-president and past president are currently male, all posts have been held by females in some years. The post of secretary has also been held by a male in some years”.
- “Our own club has never had any discriminating ethos, we have always tried to act as if all our club members are equally responsible and active, given the limitations of age and individual disabilities. We think it sets a good example, particularly at demonstrations, to see males and females participating together”.

The small number (8) of interviewees who felt the gender balance in their organisation was either very or fairly unsatisfactory were asked why. The responses included the following:

- “Lady members will not allow their names to be put forward for management committees”.
- “As a volunteer organisation our women members are reluctant to be involved at committee level. This could be to do with having to travel at night to committee meetings. However, for the previous two years our chair was female”.
- “Mainly female [membership] but management mainly male”.
- “8 males, 2 females – this balance is unsatisfactory!”
- “Does not encourage more female activity and members. Does not offer all types of leadership”.
- “Could do with more males in the sport. Tends to be dominated by females, maybe because of poor salaries”.

Governing Body Survey

Number of Employees

All governing bodies were asked to give the total number of people who worked for their organisation (paid or voluntary).

Governing Body Survey

Table 2.2: Number of employees (paid and voluntary)

Percentage of governing bodies whose number of workers falls into the size categories shown

Number of staff	Governing bodies (N = 35)
0 – 10	21%
11 – 20	31%
21 - 50	24%
51 - 200	12%
201+	12%
Total	100%

Base: All governing bodies

Within the sample, 48% of governing bodies had 21 or more employees and 52% had 20 or less.

Composition of Employees

Governing bodies were asked to give the number of part-time and full-time males and part-time and full-time females employed. In addition, they were asked to state whether these individuals were paid or unpaid. Governing bodies were more likely to have females than males in each of the following categories: full-time paid, part-time paid, and voluntary full-time. However more males than females were apparent in the voluntary part-time category. Full details are given in Appendix C.

Gender of Coaching Staff

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

Governing Body Survey

Table 2.3: Gender of coaches in governing bodies

Percentage of governing bodies is shown with average number of coaches in brackets

	Governing body coaches (N = 21)
Male coaches	91% (30.9)
Female coaches	73% (10.4)
Total	100% (37.3)

Base: Governing bodies which had coaching staff and provided details

Virtually all governing bodies (91%) employed at least one male coach, with approximately three-quarters (73%) using the services of at least one female coach. Those who had male coaches had, on average, 31 male coaches, while those with female coaches had an average of 10 female coaches.

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

Governing Body Survey

Table 2.4: Gender of specialist coaching staff by level of coaches

Percentage of governing bodies is shown with average number of coaches in brackets

	Total (N = 21)	Male (N = 21)	Female (N = 21)
National	77% (7.2)	73% (5.7)	50% (2.8)
Advanced	55% (14.3)	50% (12.9)	36% (3.6)
Club	50% (27.3)	41% (26.0)	27% (11.0)
Introductory	32% (19.6)	23% (27.4)	32% (3.7)
Unqualified	18% (7.0)	18% (3.3)	5% (15.0)
Total	100% (37.3)	91% (30.9)	73% (10.4)

Base: Governing bodies which had coaching staff and provided details

Governing bodies were generally more likely to employ coaches at a high level of qualification than at a lower one. Approximately three-quarters (77%) of governing bodies had a national coach, 55% an advanced one and exactly half (50%) a club level coach. Only 32%, however, had introductory level coaches and 18% unqualified ones.

The governing bodies were generally more likely to employ male than female coaches, with the exception of introductory level coaches, with 23% of bodies having a male introductory level coach and 32% having a female one.

Although national level coaches were employed by most governing bodies, the numbers were small – on average only 7.2 per governing body with national coaches. In contrast, those employing club level coaches had a larger number (27.3 on average), with similarly high figures for introductory

level (19.6) and advanced level (14.3). Few introductory level coaches were used (7.0).

The number of male and female coaches used by governing bodies followed a similar pattern, with a large number of club coaches (of either gender) at each governing body. However, fewer female coaches tended to be employed than male coaches at each level. The difference shown in male and female unqualified coaches (3.3 compared with 15) was based on a small sample of governing bodies using unqualified coaches.

The following table shows the age group that coaches mainly provided coaching for.

Governing Body Survey

Table 2.5: Gender of specialist coaching staff by age group coached

Percentage of governing bodies is shown with average number of coaches in brackets

Age group coached	Clubs with coaches (N =21)	Male coaches (N = 21)	Female coaches (N = 21)
16 and over	100% (24.3)	95% (19.6)	62% (9.4)
12 – 15	62% (15.2)	48% (16.3)	43% (3.8)
Under 12	24% (10.6)	19% (10.5)	19% (2.8)
Total	100% (37.3)	91% (30.9)	73% (10.4)

Base: Governing bodies which had coaching staff and provided details

All the governing bodies had coaches for over 16 year olds, with each governing body using an average of 24.3 coaches. Fewer used coaches mainly for 12 to 15 year olds (62%), with these 62% of governing bodies only having, on average, 15.2 individuals in this role. Even fewer had coaches mainly coaching under 12s (24%).

There was a greater difference in the number of governing bodies with male and female coaches to teach adults (95% versus 62%) than 12 to 15s (48% versus 43%) or under 12s (19% for both). In conjunction with the previous results, this suggests that although there is little difference in the profile of qualifications of those employed, female coaches are more likely to coach younger age groups.

Gender in Leadership Roles

Each governing body was asked to state how many males and how many females were in certain leadership roles in their governing body.

Governing Body Survey

Table 2.6: Leadership roles

Percentage of governing bodies is shown with average number in each role in brackets

Leadership Role	Total number (N = 34)	Males (N = 34)	Females (N = 34)
Treasurer	76% (1.0)	59% (1.0)	18% (1.0)
Chair	65% (1.5)	50% (1.4)	24% (1.1)
Secretary	65% (1.1)	29% (1.0)	38% (1.1)
President	65% (1.0)	53% (1.0)	12% (1.0)
Vice chair	62% (1.1)	44% (1.1)	18% (1.0)
Team manager	44% (3.2)	41% (2.1)	24% (2.3)
National squad manager	41% (1.5)	35% (1.3)	12% (1.3)
Development officer	38% (3.5)	29% (2.5)	26% (2.3)
Other board members	38% (8.5)	35% (7.3)	26% (2.7)
Director of finance	38% (1.0)	29% (1.0)	9% (1.0)
Director of development	35% (1.0)	29% (1.0)	6% (1.0)
Umpire/referee	38% (9.9)	32% (8.9)	24% (3.9)
Honorary secretary	35% (1.3)	29% (1.2)	12% (1.0)
Membership secretary	35% (1.0)	18% (1.0)	18% (1.0)
Chief executive	32% (1.0)	26% (1.0)	6% (1.0)
Communications/marketing	29% (1.0)	24% (1.0)	6% (1.0)
President elect	29% (1.3)	18% (1.5)	12% (1.0)
Official	24% (7.6)	21% (6.4)	12% (4.0)
Head official	18% (2.7)	18% (2.0)	4% (4.0)
Other director	18% (3.2)	18% (2.5)	6% (2.0)
Other representative (eg district or men's)	6% (15.0)	6% (13.6)	3% (3.0)
Other manager	53% (1.6)	24% (1.4)	41% (1.2)
Other	29% (15.2)	18% (18.2)	21% (6.1)

Base: Governing bodies responding to this question

The most common positions were treasurer, chair, president or secretary. A high proportion also had a vice chair (62%). Fewer had team managers (44%), national squad managers (41%), development officers, directors of finance and umpire/referees (all 38%). A range of other roles were each found in 35% or less of all governing bodies.

Significant differences were seen between genders, with a higher percentage of governing bodies having males in each role. This was especially true of the most senior roles such as treasurers (59% with a male compared with 18% with a female in the role) and chief executives (26% compared with 6%),

chairs (50% compared with 24%), vice chairs (44% compared with 18%), presidents (53% compared with 12%) and directors of both finance (29% compared with 9%) and development (29% compared with 6%). The only examples not fitting this pattern were the lower proportion of male secretaries (29% with a male secretary compared with 38% with a female) and other managers (24% compared with 41%). Development officers had the closest balance with 29% male and 26% female.

Examination of the roles where several people can be involved (eg board members and referees) showed that proportionally more males tended to be employed than females. This was especially true of umpires/referees (8.9 males compared with 3.9 females), officials (6.4 compared with 4.0), and other board members (7.3 compared with 2.7). Less difference was seen in the number of development officers (2.5 compared with 2.3).

Satisfaction with Gender Balance in Leadership Roles in Governing bodies

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

Governing Body Survey

Table 2.7: Satisfaction with gender balance in leadership roles

	Total (N =34)
Very satisfactory	27%
Fairly satisfactory	42%
Fairly unsatisfactory	21%
Very unsatisfactory	10%
Total	100%

Base: All governing bodies

Two-thirds (69%) of all governing bodies said they felt the gender balance in leadership roles in their organisation was either very (27%) or fairly (42%) satisfactory. A fifth (21%) said it was fairly unsatisfactory, with 10% stating it was very unsatisfactory.

The questionnaire sought further information from respondents on the reasons why they considered the gender balance in their organisation to be satisfactory or otherwise.

Many governing bodies felt that the number of female and male leaders simply was representative of the numbers participating and that it reflected the balance of players as seen in the following extracts from comments.

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

- “There are very few males, compared to females, involved in [our sport]”.
- “More women currently play [our sport] in Scotland, hence more are involved in admin. This will change as the number of men playing increases”.
- “The number of female leaders is representative of the numbers participating”
- “This reflects the participation levels in the sport at higher levels. We would like to encourage more but maybe women are less willing to spend time on admin?”

Other reasons included the belief that there was a good mix of genders with both having managerial/leadership roles and that the existing balance reflected the best person for the job.

- “As the roles are voluntary, we feel that the environment to encourage all our members to take on an active role within the organisation is right”.
- “Both males and females hold managerial roles within the organisation”

Reasons mentioned by those who felt the gender balance was not satisfactory are noted below.

- “Should be possible to have more females as District Reps”
- “There is more that could be done to market leadership roles to under-represented groups within our organisation, including women”.
- “Lack of involvement and activity of women/girls participating in [our sport] and sport in general”.
- “On the balance of male/female membership (2:1), more females should be in positions of leadership”.
- “Historically [our sport] has been a male dominated sport and, therefore, coaches have tended to be male. Women’s [sport] is still in its infancy. However, as it is developed through increased participation and coaching opportunities are opened up for women, the gender balance may improve”.
- “There is a lack of female representation on the board, with only one female board member. Our organisation is progressive and it is, therefore, likely to improve the gender balance as an indirect result of other aspects of the organisation moving forward”.

Local Authority/Trust Survey

Throughout this section we use 'local authorities' to include both local authorities and trusts.

Number of Sport-related Employees

All local authorities were asked to give the number of people who worked for their organisation (paid or voluntary) in connection with sport. The local authorities that responded differed substantially in size, as can be seen in the following table².

Local Authority/Trust Survey

Table 3.1: Number of sport-related employees

Percentage of local authorities whose number of workers falls into the size categories shown

Number of staff	Percentage of local authorities (N =23)
0 – 49	23%
51 - 100	23%
101 - 250	27%
251+	27%
Total	100%

Base: All local authority respondents

Composition of Employees in Sport-related Roles in Local Authorities

Each local authority was asked to provide information on the composition of their staff. They were asked to detail the number of part-time and full-time males and part-time and full-time females employed. In addition, they were asked to state whether these individuals were paid or unpaid. The detailed responses are shown in Appendix C.

Coaching Staff

All local authorities/trusts stated whether they had specialist sports coaching staff (paid or voluntary).

² Two organisations, Glasgow City Council and South Lanarkshire Leisure, had particularly high numbers of employees.

Local Authority/Trust Survey

Table 3.2: Employment of specialist coaching staff (paid and unpaid)

	Percentage of local authorities (N = 23)
Yes	87%
No	13%
Total	100%

Base: All local authority respondents

Most (87%) of the local authorities respondents had specialist coaching staff and almost all had both male and female coaches.

Gender of Coaching Staff in Local Authorities

The following table shows the level of qualification of coaches at local authorities.

Local Authority/Trust Survey

Table 3.3: Gender of specialist coaching staff by level of coaches

Percentage of local authorities is shown with average number of coaches in brackets

Level	Local authorities with coaches (N = 16)	Local authorities with male coaches (N = 15)	Local authorities with female coaches (N = 16)
National	50% (10.8)	50% (6.6)	25% (8.3)
Advanced	69% (18.6)	56% (12.7)	56% (10.0)
Club	81% (28.6)	81% (16.4)	81% (12.2)
Introductory	94% (43.3)	88% (24.9)	94% (20.0)
Unqualified	19% (10.3)	13% (7.0)	19% (5.7)
Total	100% (83.8)	94% (49.5)	100% (37.4)

Base: All local authorities with coaching staff

The 15 local authorities with male coaches had, on average, 49.5 male coaches, while the 16 local authorities with female coaches had an average of 37.4 female coaches.

Local authorities were considerably more likely to employ introductory (94%) and club-level (81%) coaches than those at any other level. Just over two-thirds (69%) had advanced level coaches, with exactly half having national coaches. Very few had unqualified coaches.

Local Authority/Trust Survey

Table 3.4: Gender of specialist coaching staff by age group coached

Percentage of local authorities is shown with average number of coaches in brackets

Age group coached	Total no. of coaches (N = 16)	Male coaches (N = 16)	Female coaches (N = 16)
16 and over	50% (44.6)	50% (24.4)	44% (23.1)
12 – 15	81% (35.1)	75% (17.8)	81% (18.6)
Under 12	81% (40.7)	81% (18.6)	75% (16.3)
Total	100% (83.8)	94% (49.5)	100% (37.4)

Base: Local authority respondents who had coaching staff and provided details

In local authorities, the emphasis was on coaching for the younger age groups, with only half having coaches for the over 16 year old age group.

There was very little difference in the numbers of males and females coaching each age range. The overall mean number of males coaching under 12s as opposed to females was slightly higher, although this was largely due to the one local authority with 143 male coaches of this age range.

More detailed information on the numbers of male and female coaches at each level are contained in Appendix D.

Gender in Leadership Roles in Local Authorities

The following table shows the percentage of local authorities employing males and females in each role.

Local Authority/Trust Survey

Table 3.5: Gender in leadership roles

Percentage of local authorities is shown with average number in each role in brackets

Leadership role	Total number (N = 22)	Males (N = 22)	Females (N = 22)
Head of Service	77% (2.2)	68% (2.1)	23% (1.2)
Director	73% (2.8)	68% (2.6)	14% (2.0)
Manager of sports development officer	68% (1.9)	45% (1.6)	32% (1.7)
Head PE teacher (secondary)	59% (13.4)	59% (10.5)	45% (3.8)
Generic development officer	50% (5.1)	50% (2.6)	41% (3.0)
Sport-specific development officer	50% (5.3)	50% (3.2)	36% (2.9)
Service manager	50% (4.3)	50% (2.6)	36% (2.3)
Site-specific facility manager	41% (6.0)	36% (4.4)	32% (2.7)
Chair	36% (1.0)	36% (1.0)	0%
Senior facility staff	32% (8.7)	27% (7.0)	23% (3.8)
Operations manager	32% (6.0)	32% (3.6)	18% (4.3)
Chief executive officer	27% (1.0)	27% (1.0)	0%
Operational sports development staff	14% (3.0)	14% (2.3)	9% (1.0)
School sport co-ordinator/manager	23% (5.0)	18% (1.5)	23% (3.8)
Sport leader	5% (39.0)	5% (22.0)	17% (17.0)
Other sports development officer	23% (3.2)	9% (2.5)	18% (2.8)
Other head PE teacher	14% (9.0)	9% (2.5)	9% (11.0)
Other co-ordinator	14% (9.7)	5% (13.0)	14% (5.3)

Base: Local authority respondents

The sport-related leadership roles found in most local authorities were heads of service (77%), directors (73%), sports development officer managers (68%), secondary school head PE teachers (59%)³, generic and sport-specific sports officers and service managers (all 50%).

Males were more likely to be employed than females in most of the various roles. Roles that were not male dominated include site-specific facility managers (32% females compared with 36% males), senior facility staff (23% compared with 27%) other sports development officers (18% with females in the role compared with 9% with males), sports leaders (17% compared with 5%), other head PE teachers (9% each) and school sports co-ordinators and managers (23% females compared with 18% males).

Fewer females tended to be employed in each role compared to the number of males. The only role where females were employed in relatively higher

³ Those who stated that they did not have secondary school head PE teachers tended to be trusts or leisure sections of local authorities.

numbers than males was as operations managers (an average of 4.3 females compared with 3.6 males).

Satisfaction with Gender Balance in Leadership Roles within Local Authorities/Trusts

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

Local Authority/Trust Survey

Table 3.6: Satisfaction with gender balance in leadership roles in local authorities/trusts

	Total (N =23)
Very satisfactory	22%
Fairly satisfactory	65%
Fairly unsatisfactory	13%
Very unsatisfactory	0%
Total	100%

Base: All local authority/trust respondents

Nearly all local authorities said that they were satisfied with the gender balance in leadership roles in their organisation.

A number of respondents stated that a good gender balance already existed, with some pointing specifically to good representation of females:

- “Well-balanced ratios”
- “Women are as well represented in leadership roles in sport as in other areas of the council, if not better than many”.
- “There is a good balance at all levels”
- “There is a reasonably balanced mix of males and females. The biggest area of imbalance is probably with aerobics instructors, where we employ only one male”.
- “Most of the appointees over the past 7 years have been female – usually newly established posts”.

Many respondents referred to having an equal opportunities policy or specific procedures.

- “Because our organisation has an equal opportunity policy in recruitment, and the gender balance reflects the best person who applied for the posts at the time. If a gender balance exists as a result of wider social issues that really is outside our control”.
- “There have been no formal objections from staff or members of the public. An equal opportunities policy is implemented to ensure fair and equal balance across the work-force”.

- “Fairly even balance of males/females in management. Strict equal opportunities, recruitment guidelines administered through Council recruitment procedures.”

Others stated more explicitly that what was important was that individuals were appointed on the basis of ability rather than gender:

- “Based on peoples’ ability to perform against the job outline regardless of gender”.
- “The most important factor is appointing the best person, irrespective of gender, to leadership positions, our leadership style is open to allow all staff to influence direction and decisions”.
- “Staff are appointed on ability, experience and the qualities they’d bring to the post. The recruitment process and procedures ensure this happens across the Council”.

The main comments made by those who felt the balance of gender roles in their organisation were fairly or very unsatisfactory are as follows:

- “Although there are more females than males working in relation to sport within my organisation and several are in promoted positions, there is a real lack of females gaining promotion to positions such as Director or Head of Service. In addition, females do not always receive a desired degree of professional respect from males regardless of their position within the organisation”.
- “Due to not enough women applying for these positions”

Local Sports Council Survey

Number of Employees

Local sports councils were asked to provide information on numbers of staff (paid and voluntary).

Local Sports Council Survey

Table 4.1: Number of staff (paid and voluntary)

	Total (N =25)
0 – 10	9%
11 – 20	25%
21 – 30	45%
31+	21%
Total	100%

Base: All local sports councils responding to this question

Most (66%) local sports councils employed (on a paid or voluntary basis) more than twenty people, with only 9% (two respondents) employing ten or less and 25% between 11 and 20.

Composition of Employees in Local Sports Councils

Each respondent was asked to give the number of males and females in full-time and part-time, paid and voluntary roles. Local sports councils showed great variety in the types of role. More detailed information is contained in Appendix C.

Gender in Leadership Roles

The table below shows the percentage of local sports councils that have males and females in each leadership role.

Local Sports Council Survey

Table 4.2: Gender in leadership roles

Percentage of local sports councils is shown with average number in each role in brackets

Leadership role	Total number (N=26)	Males (N=26)	Females (N=26)
Chair	92% (1.0)	80% (1.0)	12% (1.3)
Vice Chair	92% (1.0)	64% (1.0)	32% (1.0)
Treasurer	84% (1.0)	68% (1.0)	16% (1.0)
Secretary	80% (1.1)	40% (1.0)	44% (1.0)
Administrator	36% (1.1)	16% (1.0)	24% (1.0)
Directors/Managers/Heads	8% (6.0)	8% (3.5)	8% (2.5)
Other elected member	64% (7.2)	60% (5.6)	44% (2.8)
Other sports volunteer member	60% (9.3)	48% (6.9)	56% (4.1)
Other education service representatives	56% (1.6)	36% (1.0)	36% (1.6)
Other special needs representatives	28% (1.0)	12% (1.0)	16% (1.0)
Other representatives	52% (4.4)	40% (4.1)	32% (2.0)
Other officers	12% (3.7)	4% (6.0)	12% (1.7)
Others	24% (4.5)	20% (4.4)	16% (1.3)

Base: All local sports council respondents

Local sports councils were more likely to employ a male than a female in most of the roles identified, particularly for chairs (80% with males compared with 12% with females), treasurers (68% compared with 16%) and, to a lesser extent, vice chairs (64% compared with 32%). Females, however, were more likely than males to be in the role of secretaries (44% with females compared with 40% with males) and administrators (24% compared with 16%).

Satisfaction with Gender Balance in Leadership Roles

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

Local Sports Council Survey

Table 4.3: Satisfaction with gender balance in leadership roles in local sports councils

	Percentage of local sports councils (N =25)
Very satisfactory	25%
Fairly satisfactory	49%
Fairly unsatisfactory	16%
Very unsatisfactory	9%
Total	100%

Base: All local sports council respondents

Most respondents were either very (25%) or fairly (49%) satisfied with the gender balance in leadership roles in their local sports council. In total, 16% thought the gender balance was fairly unsatisfactory and 9% very unsatisfactory.

The main reasons given for finding the gender balance in their local sports council satisfactory are shown below. A number noted that they already had a good balance in their organisation.

- “Within our organisation the ratio of male to female members is fairly even with 56% male and 44% female”.
- “I believe there is a good balance of gender throughout our organisation”.

Others commented that there was an equal balance throughout their committees in particular, with one highlighting wider issues of involvement in local sports councils.

- “We have a good mix within the committee”
- “There are plenty of women on the committee and, probably because I am female, I am comfortable with that. Our main problem is not gender differences, but a straight lack of participant members of either gender”.

A number of respondents felt that the gender balance was satisfactory not because it was evenly split between males and females, but because it reflected the wishes of their members.

- “All the people put forward for the committee are elected”.
- “Although our leadership roles are all male, we are a democratic organisation and all our female and male members are able to stand for election”.

Others were satisfied with the gender balance in their organisation as they felt it was most important to ensure that the right person was elected or that gender balance was simply not an issue:

- “It makes no difference which gender our volunteers are as long as they represent their clubs well”.
- “Don’t have any gender issues – I believe in the best person for the job”.
- “I don’t feel that gender balance is an issue. It will vary from sport to sport”.

One respondent also commented that the lack of volunteers meant that gender balance was secondary to ensuring that positions were filled:

- “In the current climate of volunteer availability, we are restricted to encouraging any person that comes forward to take on a role for the local sport councils so it can only be seen as fairly satisfactory in terms of gender”.

Those interviewees (6 out of a total of 26 respondents) who felt the gender balance in their organisation was unsatisfactory were asked why. The main comments were as follows.

- “Fairly obvious – too male dominated. Only 18% of the executive is female”.
- “Not bad, but is not yet even”
- “The major sports represented are male dominated – football, shinty, golf, motocross”
- “The positions on the executive are mainly filled by those elected to represent various sports, i.e. they are already ‘busy’ on their own sport’s committee. Working mums therefore find it even more difficult to undertake even more committee work”.

University (Sports Science) Survey

Questionnaires were sent to eight universities in Scotland with sports science departments, with four responding, although one university did not answer questions relating to the number employed and the positions males and females were employed in. Questions covered key aspects of gender balance, relating primarily to the work of sports scientists. Due to the low number of responses, the results are not given in percentage terms.

Respondents were asked respondents to give the number working for the university, both paid and voluntary, in connection with sport science or medicine. Two universities had 11 individuals working for them, one had 8 whilst the remaining university did not answer this question.

None of the responding universities had voluntary workers in connection with sports science.

Universities Survey

Table 5.1: Sports science employees

Number of universities with staff in each category. The number in brackets shows the number of employees in the category.

	Male Full-Time	Male Part-Time	Female Full-Time	Female Part-Time
Staff	3 (3)	2 (2)	3 (2)	3 (3.7)

Base: All universities that provided details (N = 3)

Respondents were asked to give the number of males and females in each role.

The number of males and females at each level across all three universities that responded are noted in the following table.

Universities Survey

Table 5.2: Gender of university sports science staff by post

Post	Males	Females
Director/Head	3	0
Senior Scientist	6	6
Junior Scientist	4	0
Others	5	12

Base: All universities that provided details (N = 3)

Directors or heads were all male (3 compared with 0 females), with an equal number of male (6) and female (6) senior scientists. All four junior scientists were male, with twelve females and only five males in other roles.

The following table shows the number of males and females in each role.

Universities Survey

Table 5.3: Gender of university sports science staff by role

Role	Males	Females
Sports physiologists	3	2
Strength and conditioning coaches	2	3
GPs	2	1
Sports psychologists	2	1
Exercise physiologists	2	0
Sports nutritionists	1	2
Notational analysts	1	0
Podiatrists	1	0
Physiotherapists	0	2
Sports Masseurs	0	1
Sports biomechanists	0	1
Other managers	3	5

Base: All universities that provided details (N = 3)

Little difference was seen across genders in each role. Universities were asked to state how satisfactory they felt the current gender balance was in roles in their organisation.

Two out of the four universities considered that the gender balance in their organisation was either very or fairly satisfactory. The reasons given are as follows.

- “Appointments are made based upon qualifications and experience of candidates – no reference is made to gender in the selection process.”
- “We are a small university based team. The leadership structure was in existence when most of the team were appointed. There has been little to undermine the current structure.”

The remaining two universities both felt that the current gender balance in leadership roles in their organisation was ‘fairly unsatisfactory’, giving the following reasons.

- “There are more men than women in science.”
- “There are no women in senior positions in the science area. Few women have applied for senior positions – very few.”

Institutes of Sport Survey

Questionnaires were sent to the Scottish Institute of Sport and the six area institutes: five responded. Each Institute was asked to provide information on the number of part-time and full-time, paid and voluntary males and females they employed. It should be noted that the Scottish Institute of Sport is different from the area institutes in a number of respects but there are also a number of similarities and it has been decided to report the combined results of the survey here.

Institutes of Sport Survey

Table 6.1: Sports science employees

Number of institutes with staff in each category. The number in brackets shows the number of employees in the category.

	Male Full-Time	Male Part-Time	Female Full-Time	Female Part-Time
Paid	2 (1)	3 (7.3)	2 (1.5)	3 (7.7)
Voluntary	0	1 (14)	0	1 (1)

Base: All institutes that provided details (N = 4)

Staff tended to be part-time rather than full-time at each organisation, with only one institute having any voluntary workers. There were as many male as female part-time paid employees, although the one institute with voluntary workers had more male voluntary workers (14) than female (1).

Respondents were asked to say how many male or female coaches they had and at which level they worked. The number of males and females at each level across all institutes that responded are noted below.

Institutes of Sport Survey

Table 6.2: Gender of institute coaches by level

	Coaches who are Male	Coaches who are Female
Performance Director	1	0
Head Coach	13	2
Coach – assistant/specialist/technical	18	4
Coach – apprentice	1	1
Coach – national	2	0

Base: All institutes that provided details (N = 4)

Four the five institutes had coaches. The majority of these coaches were male, with only 6 out of the 42 coaches being female. This imbalance was seen across almost all coaching levels.

Respondents were asked to identify males and females in the leadership roles listed below.

Institutes of Sport Survey

Table 6.3: Gender of institute staff by level

Position	Number of Males	Number of Females
Chief Executive	0	1
Chair	5	0
Vice Chair	2	0
Area/Regional Manager	7	2
Company Secretary	1	0
Other Board Members	5	4
Strength and Conditioning Co-ordinator	3	1
Sports Science Co-ordinator	2	0
ACE Co-ordinator	1	3
Programme Manager	1	0
Business Manger	1	0
Athlete Services Manager	0	1
Communications Manager	0	1
Area Administrator	0	1
Other Management Board Members	17	10
Other Executive Board Members	37	15

Base: All institutes that provided details (N = 5)

In only one institute are there almost as many females as males employed in leadership roles (13 versus 17). Females are less well-represented at each level of leadership in the other institutes. Out of the five institutes, the most senior roles which were held by a female were one chief executive and one area/regional manager. Males were especially highly represented at chair (5 males compared with 0 females), vice-chair (2 males compared with 0 females), area/regional manager level (7 males compared with 2 females) and in other executive board positions (37 compared with 15).

Each institute was asked to provide information on the main sports science and medicine leadership roles. Four institutes had sports science and medical staff employed, with one stating that they could not complete the section as they used consultants in relation to sports science and medicine.

Institutes of Sport Survey

Table 6.4: Gender of institute sports science staff by level

	Males	Females
Director/Head	6	5
Senior Scientist	48	48
Junior Scientist	24	13
Others	6	16

Base: All institutes that provided details (N = 4)

Males and females were equally well represented at the higher levels in each institute, with similar numbers of male and female directors or heads (6 compared with 5) and senior scientists (48 compared with 48). There were more male than female junior scientists (24 compared with 13) but less males than females in other roles (6 compared with 16 females).

Information on the role of each individual is contained in the following table.

Institutes of Sport Survey

Table 6.5: Gender of institute sports staff by role

	Males	Females
Strength and conditioning coaches	34	18
Sports psychologists	11	7
Physiotherapists	9	31
GPs	6	2
Sports physiologists	6	2
Sports biomechanists	5	1
Exercise physiologists	4	2
Notational analysts	4	1
Podiatrists	3	0
Sports Masseurs	2	2
Sports dieticians	0	13
Sports nutritionists	0	2

Base: All institutes that provided details (N = 4)

Considerable differences were seen between the roles taken up by males and females working in sports science or medicine in the four institutes providing details. Males were more likely than females to be strength and conditioning coaches (34 males compared with 18 females), psychologists (11 compared with 7), physiologists (6 compared with 2), biomechanists (5 compared with 1) and podiatrists (3 compared with 0). The only roles that tended to be filled by females rather than males were physiotherapists (31 females compared with 9 males) and dieticians (13 compared with 0).

Institutes were asked to state whether they felt the current gender balance was satisfactory.

All of the five Institutes of Sport felt that the current gender balance in leadership roles within their organisation was fairly satisfactory, with the reasons given as follows:

- “Overall we have a good balance although some areas of expertise seem to have a bias one way or the other.”
- “There is a mix of male and female”
- “An even distribution of males and females exists within our group of service providers”
- “We have quality and quantity in Board and Management positions. However, we have a very poor record in coaching which reflects international trends”
- “Apart from the Executive Board, I believe that the gender balance correlates to the availability of suitably qualified personnel”

Satisfaction with Gender Balance in Leadership Roles in Scottish Sport

Respondents in each survey were asked about the current gender balance in leadership roles in sport in Scotland.

Table 7.1: Satisfaction with gender balance in leadership roles in Scottish Sport

	Percentage of respondents (N = 102)
Very satisfactory	8%
Fairly satisfactory	49%
Fairly unsatisfactory	33%
Very unsatisfactory	10%

Base: Total sample (across all surveys)

Almost half of all respondents (49%) felt that they had insufficient knowledge to comment on the gender balance in leadership roles across Scottish sport. Of the 105 respondents that did comment, 57% thought the balance was satisfactory and 43% thought it was not.

The following table shows the difference across organisations, including the 'don't know' responses.

Table 7.2: Satisfaction with gender balance in leadership roles in Scottish sport by type of organisation

	Total sample (N = 209)	Clubs (N = 116)	Governing Bodies (N = 35)	Sports Councils (N = 26)	Local Authorities (N = 23)
Very satisfactory	4%	4%	6%	4%	0%
Fairly satisfactory	24%	24%	20%	19%	30%
Fairly unsatisfactory	16%	11%	14%	27%	22%
Very unsatisfactory	5%	3%	9%	8%	4%
Don't know	49%	54%	49%	36%	43%

Base: Total sample (across all surveys)

There was little difference between most groups in terms of how satisfactory they considered the gender balance in leadership roles in sport in Scotland to be. In total, 28% of clubs felt it was either very or fairly satisfactory, compared to 26% of governing bodies, 30% of local authorities and 23% of sports councils. Two of the four universities felt the balance was fairly satisfactory and two that it was fairly unsatisfactory. All five Institutes felt the balance was fairly satisfactory.

Reasons for Satisfaction with Gender Balance in Leadership Roles in Scotland

The reasons given by those who felt the gender balance in Scotland was satisfactory are given below:

Table 7.3: Reasons for satisfaction with gender balance in leadership roles in Scotland

	Total (N = 58)
Good balance exists	31%
Mainly male or female participants/number of leaders represents membership	24%
Generally works well/gender not an issue	12%
Males/females have separate committees	5%
Roles voluntary/elected	3%
Other (no discrimination/depends on sport/cultural/reflects best person for job)	34%
No response	21%

Base: Those responding very/fairly satisfied (across all surveys)

Examples of the typical responses given are noted below:

- “Appointments should be made according to qualification and experience. With the increased number of graduates now qualifying and seeking employment the gender balance is satisfactory” (University)
- “It’s up to the individuals to participate” (Club)
- “I don’t feel that gender balance is an issue. It will vary from sport to sport” (Local sports council).
- “Some sports tend to prefer male/female only leaders etc, e.g. rugby, football, netball” (Local authority)
- “Recent years have seen improvement. Attitude is the key issue” (Club)
- “I think that because most clubs are male dominant that women (some) are quite happy to let the males continue to run them, though I do see it starting to change” (Club)
- “Leadership just happens dependent on the people involved” (Club)
- “Seems to equate roughly to the number of males/females in participation” (Club)
- “In general this reflects those active in sport” (Governing body)

Reasons for Dissatisfaction with Gender Balance in Leadership Roles in Scotland

The reasons given by those who felt the gender balance in Scottish sport was unsatisfactory are summarised below.

Table 7.4: Reasons for believing gender balance in leadership roles in Scotland is unsatisfactory

	Total (N = 44)
More males than females/too male/female dominated	30%
Females should have more encouragement/opportunities	16%
Lack of females in very senior positions	16%
Not enough females/more female input needed	11%
More females should be in leadership	9%
Reflects lack of female participation/need more female involvement	7%
Historical/cultural aspects negatively affecting gender balance	7%
Mainly male sport/few females involved	5%
Other mentions of gender imbalance	9%

Base: Those responding very/fairly unsatisfied (across all surveys)

Virtually all the comments that were given concentrated on the fact that leadership was male dominated and that more female leaders were needed. Examples of comments made by respondents are shown below.

- “Most sports struggle to find adequate leaders/coaches/managers of the appropriate qualifications and abilities. Encouraging more females into these roles could improve the number of good quality leaders to participants” (Club)
- “Again, sport as a whole is seen to be a male domain and the role of females in sport very much downplayed” (Club)
- “Too male dominated – female teams often working with male coach – but few sports where male participants are coached to a high level by females” (Club)
- “Not enough females competing or coming forward to boost their membership. Everything is laid on to cover this and progress is very quick on the competitive side owing to the fact that there are few female competitors in Scotland and that there are more than enough coaches to assist in this matter” (Club)
- “I feel that the current situation has improved dramatically over the last few years, however there is still an imbalance in the ratio of males/females in senior positions” (Local sports council)

- “Once again there is a cultural/traditional aspect to this in that in many aspects of sport in Scotland the leadership roles/positions of influence are held by males” (Club)
- “Too much exposure to male (traditionally) sports e.g. football, rugby perpetuates image of strength, fierce competition at a physical level” (Club)
- “The Scottish culture of male dominance in sport is evident particularly as the major sports, i.e. football, rugby and to a lesser extent golf are male dominant. Also ‘family’ tradition of females caring at home prevails, albeit changing gradually” (Club)
- “Not enough girls playing in U-12 group. Seem to ‘drift off’ when older” (Club)
- “There is a real lack of females promoted to leadership positions, and therefore there is also a lack of role models for women working within sport” (Local authority)
- “There is still an uneven gender balance with few females in traditionally ‘male’ sports and fewer males in traditionally ‘female’ sports” (Governing body)
- “Males are prominent in leadership positions. A more equal balance would probably improve the situation” (Local sports council).
- “Probably [unsatisfactory] because the leadership roles seem to be filled mostly by men. With more of a mix of genders, the policy direction might be more rounded than it may be at present” (Local sports council)
- “Most sports are male dominated both by players and administrators” (Governing body)
- “The perceived number of female leaders in sport is not proportionate to females in sport which suggests that the opportunities for uptake may not be available” (Governing body)

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

Table 7.5: Actions to address gender representation issues in Scotland

	Total (N = 209)
Support/encourage female participation	11%
Support/encourage female coaches	5%
Encouragement of “active” participation/volunteering	5%
Promote sport as non-sexist at schools/young age	4%
Proactive recruitment/support of females in sport	4%
More support/status to female gender-specific sports	4%
Support/aim for equal balance/membership	4%
Better career/job structure for females	3%
More work at grass roots/local level	3%
More training	3%
None/no issues	11%
Don’t know/no opinion	19%
No response	29%

Base: Total sample (across all surveys)

Generally responses to this question tended to fit into two groups.

Firstly, there were those respondents who felt that gender representation either was not an issue or that there was nothing that should be done. There were 11% of respondents who said that there were no actions that they would consider and it is likely that a proportion of those who did not answer the question (29%) or did not know (19%) felt likewise. Examples of those who felt gender balance was not an important issue are given below.

- “People with the best qualities is what is most important in making appointments. No actions should deflect from this” (Local authority).
- “Spend money on gender issues on promoting sport for all, those who wish to participate will. From the participants, the leaders will self-select, not according to some notional need for gender balance but according to need”. (Club)

Other respondents considered that there were actions that should be taken to ensure more adequate gender representation in leadership. The largest proportion of respondents were the 11% who stated that encouraging more females to participate was key, with 5% mentioning the need for female coaches specifically. Examples are given below:

- “For greater investment in coaching, the image of coaching in the UK is very poor. Far more needs to be done to recruit new coaches to work with girls. The pathway will then allow participants to gain an interest in coaching”. (Local authority).

- “Encourage more females to participate, then there will be a shift in the balance in leadership”. (Governing body)
- “Pro-active recruitment by all sports to include women/girls in leadership and encouragement to participate”. (Governing body)

The importance of getting youngsters into sport was mentioned by 4%:

- “Try to encourage teens to come forward, particularly the girls” (Club)
- More targeting at school age level and more incentives to continue sports and development pathways” (Local authority)

Specific forms of support (including financial) were mentioned by many respondents, reflecting the view that creating an adequate gender balance was not something that would happen organically.

- “Establish a network for women leaders in sport” (Governing body).
- “Aim for a 20% increase in the next 15 years with incentives for clubs/organisations and more training courses (within price range) in accessible distances”. (Local sports council).

This latter comment also focuses attention on the scale of the problem. One other respondent specifically mentioned the difficulty of the problem, suggesting that gender balance is an important issue generally and will require time to sort out in relation to sports leadership.

- “It is a long-term effort to bring more women into sport as an occupation and to encourage them to achieve managerial roles. This doesn’t seem to me to be any different from the situation in any other occupation”. (Local sports council)

In addition, 4% of respondents felt that other issues (ethnicity, sporting infrastructure, young people) were more important than gender.

Commonwealth Games 2002

Information on the gender balance in the Scottish support and management team for the 2002 commonwealth games was obtained from the booklet *Bank of Scotland Scottish Team Commonwealth Games 2002*.

Table 8.1: Composition of Scottish Commonwealth Games Support and Management Team

	Total	Male	Female
Coach	25	23	2
Team manager	17	11	6
Physiotherapist	9	3	6
Head coach	8	8	0
Assistant general team manager	4	3	1
Analyst	3	3	0
Assistant coach	2	1	1
Head of medical services	2	1	1
Medical officer	2	0	2
Head of media	2	0	2
General team manager	1	1	0
Deputy general team manager	1	1	0
Carer- multi-disability	1	1	0
Press officer	1	1	0
Psychologist	1	1	0
Chief de Mission	1	1	0
Mechanic	1	1	0
Office manager	1	0	1
Guide	1	0	1
Head physiotherapist	1	0	1
Total	84	60	24

Out of the 84 individuals with a leadership role, 60 (71%) were male with 24 (29%) being female. Ten of the 24 females (42%) were in medical roles compared to 7 of the 60 males (12%). Six females (compared with three males) were physiotherapists. The major leadership positions in terms of absolute numbers were primarily male. This was especially true of coaching roles, with 23 of the 25 coaches being male and all eight head coaches being male. Team managers also had a male bias, with 11 of the 17 team managers being male.

Scottish Executive Tourism, Culture and Sport Group.

Information has been provided on the basic structure and make-up of the various departments, groups and divisions within the Scottish Executive. In terms of sport, the most important section is the Tourism, Culture and Sport Group, positioned within the Education Department. As noted earlier there have been changes in the structure and composition of this group since the study was undertaken.

Gender Balance in Leadership Roles in the Tourism, Culture and Sport Group.

The following table shows the numbers of males and females in each role in the relevant group.

Table 9.1: Composition of the Tourism, Culture and Sport Group

	Total	Male	Female
Head of Tourism, Culture and Sport Group	1	1	0
Head of Sport, the Arts and Culture Division	1	1	0
Head of Sports Policy Unit	1	1	0
Other Sports Policy Unit staff	7	2	5
Personal Secretary/Assistant	2	0	2

The above data show that the highest positions within the groups were held by males, with the heads of the Tourism, Culture and Sport Group, the Sports, Arts and Culture Division and of the Sports Policy Unit all being male. Females were more highly represented than males at the lower levels, with five of the seven other workers and both personal secretaries/administrators being female.

sportscotland

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

The first table shows the number of males and females in each of the key leadership roles in **sportscotland**.

sportscotland

Table 10.1: Composition of sportscotland staff – leadership roles

	Males	Females
Chief executive	1	0
Directors	3	1
Heads of department & other senior management	18	4
Staff managers	6	6
Team supervisors	4	10
Partnership managers	16	19

Base: **sportscotland**

Males and females were represented to different extents at different levels of the organisation. The most senior roles (chief executive, director, head of department) were more likely to be held by males than females. However there were more females than males in the less senior leadership roles, namely team supervisors and partnership managers.

As with other organisations who were interviewed, **sportscotland** were asked to say whether they were satisfied or not with the gender balance in their organisation and why. **sportscotland**'s reply is detailed below.

***sportscotland** is committed to its Equal Opportunities Employment Policy and to work-life balance. We are committed to achieving and providing equality of opportunity in all aspects of an individual's employment and eliminating discrimination in all its forms. **sportscotland**'s Recruitment and Selection Policy is adhered to at all times to ensure best practice is followed and our commitment to equal opportunities is delivered ensuring the best person for the post is recruited. When we advertise our posts externally we advertise on our website and in the national press. Monitoring of all recruitment and selection is carried out. The Senior Management Team is committed to developing initiatives to attract more females to senior posts as vacancies arise.*

***sportscotland** is committed to exploring and implementing new ways of working and family-friendly policies, and has flexible working hours (at Caledonia House HQ), considers job share opportunities and part-time working and is developing remote working to enable staff to work from both partners' premises and home."*

CONCLUSION

The survey shows that there are significant inequalities between males and females in sport leadership positions although most of the organisations surveyed consider the current position to be satisfactory. This may suggest a degree of complacency among organisations where males tend to dominate leadership positions.

This research is intended to provide a baseline for monitoring change over time and will be a useful reference point for those organisations in other parts of the UK who are considering undertaking similar research.

Further Developments

sportscotland is liaising with the Women's Sport Foundation with a view to creating a post devoted to the development of women's sport in Scotland.

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APPENDIX A – CLUB SAMPLING

The following table shows how clubs were selected to form the basic sample of 500 sports clubs. The first column shows the main sport of each club, with the second column showing the number of clubs taking part in each sport contained in our final database. The third column shows the percentage of clubs of each sport interviewed as part of the *2001 Sports Clubs in Scotland* study, with the final column showing how many clubs of each sport we needed to interview to achieve 500 clubs in the relevant proportions.

	No. club addresses	% surveyed in club sample	Total to interview
Angling	26	2.2%	11
Archery	13	1.0%	5
Athletics	30	1.9%	10
Badminton	31	5.1%	26
Baseball	2	0.0%	0
Basketball	15	1.7%	9
Billiards/Pool	2	0.2%	1
Bowling	642	19.6%	98
Boxing	3	0.4%	2
Climbing	1	0.9%	5
Cricket	38	2.4%	12
Curling	17	0.1%	1
Cycling	10	1.4%	7
Dancing	4	0.7%	4
Equestrian	605	1.0%	5
Fencing	5	0.4%	2
Fitness	4	1.2%	6
Football	151	20.5%	103
Gaelic Football	1	0.1%	1
Gliding	1	0.1%	1
Golf	448	6.6%	33
Gymnastics	22	1.4%	7
Hockey	23	2.3%	12
Ice Hockey	4	0.5%	3
Ice Skating	7	0.2%	1
Martial Arts	293	4.2%	21
Modelling	1	0.0%	0
Motor Sports	3	0.5%	3
Netball	15	0.9%	5
Orienteering	4	0.4%	2
Rugby	81	1.9%	10
Sailing	45	2.1%	11
Shinty	47	0.5%	3
Shooting	15	2.1%	11
Skating	3	0.0%	0
Skiing	5	0.6%	3
Squash	10	1.0%	5
Swimming	45	3.5%	18
Table Tennis	4	1.2%	6
Tennis	61	3.1%	16
Trampolineing	5	0.2%	1
Triathlon	3	0.3%	2
Tug of War	3	0.1%	1
Volleyball	5	0.8%	4
Walking	5	0.0%	0
Water Sports	17	1.5%	8
Weightlifting	2	0.3%	2
Wrestling	7	0.2%	1
Yoga	2	0.0%	0
	2786	97.3%	498
Unknown	88		
Total	2896		

APPENDIX B – QUESTIONNAIRES



Gender Balance in Sports Leadership – May 2003

This study is being undertaken by George Street Research on behalf of **sportscotland**. Its purpose is to obtain information on gender balance in sports leadership roles across various types of sporting organisation in Scotland. The information gained will contribute to better planning for the future.

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

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

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

Your name and address
(write in below)

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.....
.....

Your postcode (write in below)

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Your telephone no (write in below)

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Your e-mail address (write in below)

.....

Sex (tick one)

- Male ()
Female ()

Name of organisation (write in below)

.....

Your position in organisation (write in below)

.....

Department in which you work (write in below)

.....

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

.....

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

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

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

Yes CONTINUE TO Q3b
 No SKIP TO Q4

Q3b The table below lists what we believe are the main qualification levels for coaches, and the age of any individual that they may teach. The table is also divided into two, with one section dealing with coaches who are male and one with coaches who are female. Please fill in the number of coaches you employ (paid or voluntary) in each section. For example, if you employ three female coaches who are at introductory level and teach 12-15 year old children, enter a “3” in this box, (see example table below). It is anticipated that some coaches may teach across all ages, please however enter them in the box that refers to the age of individual they most often coach. Please note that this section should not be used to fill in details of PE teachers – details for these individuals will be filled in later.

EXAMPLE TABLE	Coaches who are Male			Coaches who are Female		
	Coaches Under 12s	Coaches 12-15s	Coaches 16+	Coaches Under 12s	Coaches 12-15s	Coaches 16+
Coach – unqualified						
Coach – introductory level					3	
Coach – club level						
Coach – advanced level						
Coach – national						

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

	Coaches who are Male			Coaches who are Female		
	Coaches Under 12s	Coaches 12-15s	Coaches 16+	Coaches Under 12s	Coaches 12-15s	Coaches 16+
Coach – unqualified						
Coach – introductory level						
Coach – club level						
Coach – advanced level						
Coach – national						

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

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

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

	Number of Males	Number of Females
Chair		
CEO		
Directors		
Heads of Service		
Service Managers		
Site-specific Facility Managers		
Senior Facility Staff		
Operations Managers		
Operational Sports Development Staff		
Managers of Sports Development Officers		
Generic Development Officers		
Sports Specific Development Officers		
Other Sports Development Officers		
Sport Leaders		
Head PE Teachers – secondary		
Head PE Teachers – other		
Other (write in below)		
Other (write in below)		
Other (write in below)		

Q5 How satisfactory do you feel the current gender balance is in leadership roles in your organisation? TICK IN BRACKETS BELOW

- | | | |
|-----------------------|-----|----------------|
| Very satisfactory | () | CONTINUE TO Q6 |
| Fairly satisfactory | () | CONTINUE TO Q6 |
| Fairly unsatisfactory | () | CONTINUE TO Q6 |
| Very unsatisfactory | () | CONTINUE TO Q6 |
| Don't know | () | SKIP TO Q7 |

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

Q7 **How satisfactory do you feel the current gender balance in leadership roles in sport in Scotland is? TICK IN BRACKETS BELOW.**

- | | | |
|-----------------------|-----|----------------|
| Very satisfactory | () | CONTINUE TO Q8 |
| Fairly satisfactory | () | CONTINUE TO Q8 |
| Fairly unsatisfactory | () | CONTINUE TO Q8 |
| Very unsatisfactory | () | CONTINUE TO Q8 |
| Don't know | () | SKIP TO Q9 |

Q8 Why do you feel that the current gender balance within sports leadership roles in sport in Scotland is satisfactory/unsatisfactory?

Q9 What particular actions (if any) do you think should be taken to address issues of gender representation in sport in Scotland?

If you have an organisational structure for covering sports roles in your organisation, could you please send us a copy with names and/or genders marked against each position. Please send, with the questionnaire, to the address below.

THANK YOU FOR YOUR KIND ASSISTANCE

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



Gender Balance in Sports Leadership – 2003

This study is being undertaken by George Street Research on behalf of **sportscotland**. Its purpose is to obtain information on gender balance in sports leadership roles across various types of sporting organisation in Scotland. The information gained will contribute to better planning for the future.

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

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

We would greatly appreciate it if you could complete the questionnaire as soon as possible. All completed responses will be entered into a prize draw, where your organisation could win a £100 cash prize.

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

Your name and address

(write in below)

.....

.....

.....

Your postcode (write in below)

--	--	--	--	--	--	--	--	--	--	--	--

Your telephone no (write in below)

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Sex (tick one)

Male ()

Female ()

Name of club (write in below)

.....

Your position in club (write in below)

.....

Your e-mail address (write in below)

.....

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

.....

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

.....

.....

.....

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

Q2a How many members does your club have? WRITE IN

.....

Can you tell me how many of these members are:

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

.....

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

.....

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

.....

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

.....

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

Yes

No

Don't Know

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

.....

Q4a Do you employ (whether paid or unpaid) any specialist sports coaching staff?

Yes CONTINUE TO Q4b
 No SKIP TO Q5

Q4b The table below lists what we believe are the main qualification levels for coaches, and the age of any individual that they may teach. The table is also divided into two, with one section dealing with coaches who are male and one with coaches who are female. Please fill in the number of coaches you employ (paid or voluntary) in each section. For example, if you employ three female coaches who are at introductory level and teach mainly 12 to 15 year olds children at your club, enter a “3” in this box, (see example table below). It is anticipated that some coaches may teach across all ages, please however enter them in the box that refers to the age of individual they most often coach at your club. Please do not include members who have coaching qualifications but do not actually coach at your club.

EXAMPLE TABLE

	Coaches who are Male			Coaches who are Female		
	Coaches Under 12s	Coaches 12-15s	Coaches 16+	Coaches Under 12s	Coaches 12-15s	Coaches 16+
Coach – unqualified						
Coach – introductory level					3	
Coach – club level						
Coach – advanced level						
Coach – national						

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

	Coaches who are Male			Coaches who are Female		
	Coaches Under 12s	Coaches 12-15s	Coaches 16+	Coaches Under 12s	Coaches 12-15s	Coaches 16+
Coach – unqualified						
Coach – introductory level						
Coach – club level						
Coach – advanced level						
Coach – national						

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

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

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

	Number of Males	Number of Females
Chair		
Treasurer		
Secretary		
Chief/Head Coach(es)		
Team Manager		
Team Captain		
Other (write in below)		
Other (write in below)		
Other (write in below)		

Q6 **How satisfactory do you feel the current gender balance is in leadership roles in your organisation? TICK IN BRACKETS BELOW**

- Very satisfactory () CONTINUE TO Q7
- Fairly satisfactory () CONTINUE TO Q7
- Fairly unsatisfactory () CONTINUE TO Q7
- Very unsatisfactory () CONTINUE TO Q7
- Don't know () SKIP TO Q8

Q7 Why do you feel that the current gender balance within sports leadership roles in your organisation is satisfactory/unsatisfactory?

Q8 How satisfactory do you feel the current gender balance in leadership roles in sport in Scotland is? TICK IN BRACKETS BELOW.

Very satisfactory	()	CONTINUE TO Q9
Fairly satisfactory	()	CONTINUE TO Q9
Fairly unsatisfactory	()	CONTINUE TO Q9
Very unsatisfactory	()	CONTINUE TO Q9
Don't know	()	SKIP TO Q10

Q9 Why do you feel that the current gender balance within sports leadership roles in sport in Scotland is satisfactory/unsatisfactory?

Q10 What particular actions (if any) do you think should be taken to address issues of gender representation in sport in Scotland?

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

THANK YOU FOR YOUR KIND ASSISTANCE

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



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Gender Balance in Sports Leadership – April 2003

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

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

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

Your name and address

(write in below)

.....

.....

.....

Your postcode (write in below)

--	--	--	--	--	--	--	--

Your telephone no (write in below)

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Your e-mail address (write in below)

.....

Sex (tick one)

Male ()

Female ()

Name of organisation (write in below)

.....

Your position in organisation (write in below)

.....

Department in which you work (write in below)

.....

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

.....

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

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

Q3 The table below lists the main sports leadership roles we believe are appropriate for your organisation in relation specifically to sport and sporting provision. For each leadership role, please tell me how many males and how many females are employed by your organisation (either in paid or voluntary positions). For example, if you only employ one secretary, who is female, please enter a “1” in the secretary row under the female column.

Please fill in the initial section (i.e. chair to administrator first) and then the second section. No respondent who is included in the first section should also be noted in the second section. For example, if you have a female treasurer who is also a special needs representative, they should be included in the “treasurer row”, but NOT in the “Other Special Needs representatives” row.

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

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

	Number of Males	Number of Females
Chair		
Vice Chair		
Treasurer		
Secretary		
Administrator		
Other Elected members		
Other Sports Volunteer representatives		
Other Education Services representatives		
Other Special Needs representatives		
Other representatives/members		
Other (write in below)		
Other (write in below)		
Other (write in below)		

Q4 How satisfactory do you feel the current gender balance is in leadership roles in your organisation? **TICK IN BRACKETS BELOW**

- | | | |
|-----------------------|-----|----------------|
| Very satisfactory | () | CONTINUE TO Q5 |
| Fairly satisfactory | () | CONTINUE TO Q5 |
| Fairly unsatisfactory | () | CONTINUE TO Q5 |
| Very unsatisfactory | () | CONTINUE TO Q5 |
| Don't know | () | SKIP TO Q6 |

Q5 Why do you feel that the current gender balance within sports leadership roles in your organisation is satisfactory/unsatisfactory?

Q6 How satisfactory do you feel the current gender balance in leadership roles in sport in Scotland is? **TICK IN BRACKETS BELOW.**

- | | | |
|-----------------------|-----|----------------|
| Very satisfactory | () | CONTINUE TO Q7 |
| Fairly satisfactory | () | CONTINUE TO Q7 |
| Fairly unsatisfactory | () | CONTINUE TO Q7 |
| Very unsatisfactory | () | CONTINUE TO Q7 |
| Don't know | () | SKIP TO Q8 |

Q7 Why do you feel that the current gender balance within sports leadership roles in sport in Scotland is satisfactory/unsatisfactory?

Q8 What particular actions (if any) do you think should be taken to address issues of gender representation in sport in Scotland?

If you have an organisational structure covering sports roles in your organisation, could you please send us a copy with names and/or genders marked against each position. Please send, with the questionnaire, to the address below.

THANK YOU FOR YOUR KIND ASSISTANCE

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



Gender Balance in Sports Leadership – April 2003

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

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

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

Your name and address
(write in below)

.....

.....

.....

Your postcode (write in below)

--	--	--	--	--	--	--	--	--	--	--	--

Your telephone no (write in below)

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Your e-mail address (write in below)

.....

Sex (tick one)

Male ()

Female ()

Name of organisation (write in below)

.....

Your position in organisation (write in below)

.....

Department in which you work (write in below)

.....

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

.....

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

.....

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

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

Q3 The table below lists what we believe are the main qualification levels for coaches, and the age of any individual that they may teach. The table is also divided into two, with one section dealing with coaches who are male and one with coaches who are female. Please fill in the number of coaches you employ (paid or voluntary) in each section. For example, if you employ three female coaches who are at introductory level and teach mainly children aged 12 to 15, enter a “3” in this box. This can be seen in the example table below. It is anticipated that some coaches may teach across all ages, please however enter them in the box that refers to the age of individual they most often coach.

EXAMPLE TABLE	Coaches who are Male			Coaches who are Female		
	Coaches Under 12s	Coaches 12-15s	Coaches 16+	Coaches Under 12s	Coaches 12-15s	Coaches 16+
Coach – unqualified						
Coach – introductory level					3	
Coach – club level						
Coach – advanced level						
Coach – national						

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

	Coaches who are Male			Coaches who are Female		
	Coaches Under 12s	Coaches 12-15s	Coaches 16+	Coaches Under 12s	Coaches 12-15s	Coaches 16+
Coach – unqualified						
Coach – introductory level						
Coach – club level						
Coach – advanced level						
Coach – national						

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

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

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

	Number of Males	Number of Females
Chief Executive		
President		
President Elect		
Chair		
Vice Chair		
Treasurer		
Technical (Performance Director/Coaching)		
Secretary		
Honorary Secretary		
Membership Secretary		
Communications/Marketing		
Business Director/Convenor		
Director of Finance		
Director of Development		
Administration Manager		
International Affairs Manager		
Team Managers		
Rules and Umpire Manager		
Umpire/Referees		
Head Officials		
Officials		
Generic Development Officers		
Sports Specific Development Officers		
Other Development Officers		
Director of Championship		
National Squad Manager		
Other Directors (not already mentioned)		
Other Board Members (not already mentioned)		
Other (write in below)		
Other (write in below)		
Other (write in below)		

Q5 How satisfactory do you feel the current gender balance is in leadership roles in your organisation? **TICK IN BRACKETS BELOW.**

- | | | |
|-----------------------|-----|----------------|
| Very satisfactory | () | CONTINUE TO Q6 |
| Fairly satisfactory | () | CONTINUE TO Q6 |
| Fairly unsatisfactory | () | CONTINUE TO Q6 |
| Very unsatisfactory | () | CONTINUE TO Q6 |
| Don't know | () | SKIP TO Q7 |

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

Q7 How satisfactory do you feel the current gender balance in leadership roles in sport in Scotland is? **TICK IN BRACKETS BELOW.**

- | | | |
|-----------------------|-----|----------------|
| Very satisfactory | () | CONTINUE TO Q8 |
| Fairly satisfactory | () | CONTINUE TO Q8 |
| Fairly unsatisfactory | () | CONTINUE TO Q8 |
| Very unsatisfactory | () | CONTINUE TO Q8 |
| Don't know | () | SKIP TO Q9 |

Q8 Why do you feel that the current gender balance within sports leadership roles in sport in Scotland is satisfactory/unsatisfactory?

Q9 What particular actions (if any) do you think should be taken to address issues of gender representation in sport in Scotland?

If you have an organisational structure for covering sports roles in your organisation, could you please send us a copy with names and/or gender marked against each position. Please send, with the questionnaire, to the address below.

THANK YOU FOR YOUR KIND ASSISTANCE

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



Gender Balance in Sports Leadership – April 2003

This study is being undertaken by George Street Research on behalf of **sportscotland**. Its purpose is to obtain information on gender balance in sports leadership roles across various types of sporting organisation in Scotland. The information gained will contribute to better planning for the future.

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

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

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

Your name and address
(write in below)

.....
.....
.....

Sex (tick one)
Male
Female

Name of organisation, including area. (write in below)

.....

Your postcode (write in below)

--	--	--	--	--	--	--	--	--	--

Your position in organisation (write in below)
.....

Your telephone no (write in below)

--	--	--	--	--	--	--	--	--	--	--	--	--

Department in which you work (write in below)
.....

Your e-mail address (write in below)
.....

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

.....

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

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

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

**EXAMPLE
TABLE**

	Coaches who are Male	Coaches who are Female
Performance Director		
Head Coach		
Coach – assistant/ specialist/ technical		3
Coach - apprentice		
Coach – national		

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

	Coaches who are Male	Coaches who are Female
Performance Director		
Head Coach		
Coach – assistant/ specialist/ technical		
Coach - apprentice		
Coach – national		

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

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

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

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

	Number of Males	Number of Females
Chief Executive		
Chair		
Vice Chair		
Business Manager		
Area/Regional Manager		
Athlete Services Manager		
Communications Manager		
Programme Manager		
Sports Science Co-ordinator		
Strength and Conditioning Co-ordinator		
ACE Co-ordinator		
Other Executive Board Members		
Other Management Board Members		
Other (write below)		
Other (write below)		
Other (write below)		

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

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

EXAMPLE TABLE	Number of Males				Number of Females			
	Director /Head	Senior scientist	Junior scientist	Other	Director /Head	Senior scientist	Junior scientist	Other
Exercise physiologists		1						
Sports physiologists								

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

	Number of Males				Number of Females			
	Director /Head	Senior scientist	Junior scientist	Other	Director /Head	Senior scientist	Junior scientist	Other
Exercise physiologists								
Sports physiologists								
Sports psychologists								
Sports biomechanists								
Sports nutritionists								
Sports dieticians								
Notational analysts								
Strength and conditioning coaches								
GPs								
Physiotherapists								
Osteopaths								
Sports Masseurs (accredited by Sports Massage Association)								
Podiatrists								
Other (write in below)								
Other (write in below)								
Other (write in below)								

Q4 How satisfactory do you feel the current gender balance is in leadership roles in your organisation? TICK IN BRACKETS BELOW

- Very satisfactory () CONTINUE TO Q5
- Fairly satisfactory () CONTINUE TO Q5
- Fairly unsatisfactory () CONTINUE TO Q5
- Very unsatisfactory () CONTINUE TO Q5
- Don't know () SKIP TO Q6

Q5 Why do you feel that the current gender balance within sports leadership roles in your organisation is satisfactory/unsatisfactory?

Q6 *How satisfactory do you feel the current gender balance in leadership roles in sport in Scotland is? TICK IN BRACKETS BELOW.*

Very satisfactory	()	CONTINUE TO Q7
Fairly satisfactory	()	CONTINUE TO Q7
Fairly unsatisfactory	()	CONTINUE TO Q7
Very unsatisfactory	()	CONTINUE TO Q7
Don't know	()	SKIP TO Q8

Q7 *Why do you feel that the current gender balance within sports leadership roles in sport in Scotland is satisfactory/unsatisfactory?*

Q8 What particular actions (if any) do you think should be taken to address issues of gender representation in sport in Scotland?

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

THANK YOU FOR YOUR KIND ASSISTANCE

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Gender Balance in Sports Leadership – April 2003

This study is being undertaken by George Street Research on behalf of **sportscotland**. Its purpose is to obtain information on gender balance in sports leadership roles across various types of sporting organisation in Scotland. The information gained will contribute to better planning for the future.

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

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

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

Your name and address

(write in below)

.....

.....

.....

Sex (tick one)

Male ()

Female ()

Name of organisation (write in below)

.....

Your position in organisation (write in below)

.....

Your postcode (write in below)

--	--	--	--	--	--	--	--	--	--

Your telephone no (write in below)

--	--	--	--	--	--	--	--	--	--	--	--

Department in which you work (write in below)

.....

Your e-mail address (write in below)

.....

For the following questions, please note that we are only concerned with those respondents who are actually practising, not lecturing, in connection with sport. As a result, any individuals who are only lecturing should not be considered when filling in the remainder of the questionnaire.

Q1 How many individuals in total work (paid or voluntary) for your university in connection with practising sport science or medicine? WRITE IN. DO NOT INCLUDE THOSE WHO SOLELY LECTURE. PLEASE PROVIDE AN ESTIMATE IF UNABLE TO PROVIDE EXACT FIGURE.

.....

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

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

Q3 The table below lists the main leadership roles we believe are appropriate to your organisation in relation specifically to sport and sporting provision. The table is also divided into two main sections, one for male employees and one for female employees, with further sub-divisions according to the level of seniority of each individual. For each leadership role, please tell me how many males and how many females are employed by your organisation (either in paid or voluntary positions). The table below illustrates how the table would be filled in should your organisation employ one male exercise psychologist who is a senior scientist.

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

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

EXAMPLE TABLE	Number of Males				Number of Females			
	Director /Head	Senior scientist	Junior scientist	Other	Director /Head	Senior scientist	Junior scientist	Other
Exercise physiologists		1						
Sports physiologists								

Please fill in the table below with the number employed (paid or voluntary) by your organisation in each role.

	Number of Males				Number of Females			
	Director /Head	Senior scientist	Junior scientist	Other	Director /Head	Senior scientist	Junior scientist	Other
Exercise physiologists								
Sports physiologists								
Sports psychologists								
Sports biomechanists								
Sports nutritionists								
Sports dieticians								
Notational analysts								
Strength and conditioning coaches								
GPs								
Physiotherapists								
Osteopaths								
Sports Masseurs (accredited by Sports Massage Association)								
Podiatrists								
Other (write in below)								
Other (write in below)								
Other (write in below)								

Q4 How satisfactory do you feel the current gender balance is in leadership roles in your organisation? TICK IN BRACKETS BELOW.

- Very satisfactory () CONTINUE TO Q5
- Fairly satisfactory () CONTINUE TO Q5
- Fairly unsatisfactory () CONTINUE TO Q5
- Very unsatisfactory () CONTINUE TO Q5
- Don't know () SKIP TO Q6

Q5 Why do you feel that the current gender balance within sports leadership roles in your organisation is satisfactory/unsatisfactory?

Q6 How satisfactory do you feel the current gender balance in leadership roles in sport in Scotland is? TICK IN BRACKETS BELOW.

- Very satisfactory () CONTINUE TO Q7
- Fairly satisfactory () CONTINUE TO Q7
- Fairly unsatisfactory () CONTINUE TO Q7
- Very unsatisfactory () CONTINUE TO Q7
- Don't know () SKIP TO Q8

Q7 Why do you feel that the current gender balance within sports leadership roles in sport in Scotland is satisfactory/unsatisfactory?

Q8 What particular actions (if any) do you think should be taken to address issues of gender representation in sport in Scotland?

If you have an organisational structure for covering sports roles in your organisation, could you please send us a copy with names and/or genders marked against each position. Please send, with the questionnaire, to the address below.

THANK YOU FOR YOUR KIND ASSISTANCE

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

APPENDIX C – NUMBER OF ORGANISATIONS WITH EMPLOYEES AT KEY LEVELS

Governing Bodies Survey

Table 1: Governing body employees (grouped by number of employees, paid or voluntary)

Base: All governing bodies (N = 35)

	Total	1-5	6-10	11-15	16-20	21-50	51-100	101+	D/K
Males F-T (paid)	14	11	1	-	-	2	-	-	2
Females F-T (paid)	16	14	1	-	-	1	-	-	2
Males P-T (paid)	4	4	-	-	-	-	-	-	4
Females P-T (paid)	13	12	1	-	-	-	-	-	3
Males F-T (voluntary)	4	-	2	1				1 x 500	5
Females F-T (voluntary)	6	4	1	-	-	-	-	1 x 200	5
Males P-T (voluntary)	23	7	6	2	1	2	1	4*	4
Females P-T (voluntary)	18	10	1	2	2	1	2	-	5

Note: * = 1 x 108, 1 x 140, 1 x 360, 1 x 380

Local Authorities/Trusts Survey

Table 2: Local authority/trust employees (grouped by number of employees, paid or voluntary)

Base: All local authorities/trusts (N = 22)

	Total	1 - 10	11 - 20	21 - 50	51 - 100	101+	D/K
Males full-time (paid)	16	6	2	5	1	1 x 179 1 x 277	5
Females full-time (paid)	16	6	2	6	-	1 x 111 1 x 143	5
Males part-time (paid)	17	5	1	6	3	1 x 196 1 x 400	5
Females part-time (paid)	17	4	3	2	3	5*	5
Males full-time (voluntary)	0	-	-	-	-	-	5
Females full-time (voluntary)	1	-	-	-	1	-	5
Males part-time (voluntary)	5	2	-	-	1	1 x 104 1 x 300	5
Females part-time (voluntary)	4	2	-	1	-	1 x 400	5

Note: * = 1 x 144, 1 x 153, 1 x 191, 1 x 210, 1 x 400

Sports Council Survey

Table 3: Local sports councils employees (grouped by number of employees, paid or voluntary)

Base: All local sports councils responding (N = 26)

	Total	1 - 5	6 - 10	11 - 20	21 - 50	51+	D/K
Males full-time (paid)	8	5	3	-	-	-	4
Females full-time (paid)	8	6	-	2	-	-	6
Males part-time (paid)	7	3	-	2	2	-	6
Females part-time (paid)	7	4	-	-	2	1 x 80	5
Males full-time (voluntary)	4	-	2	2	-	-	8
Females full-time (voluntary)	4	2	2	-	-	-	8
Males part-time (voluntary)	11	1	4	5	1	-	8
Females part-time (voluntary)	11	5	5	1	-	-	8

APPENDIX D – NUMBER OF ORGANISATIONS WITH COACHES AT KEY LEVELS

Club Survey

Table 1: Composition of specialist coaching staff – summary

Base: Clubs which had coaching staff and provided details

	Clubs with male coaches (and age group they coach)			Clubs with female coaches (and age group they coach)		
	Coaches Under 12s	Coaches 12-15s	Coaches 16+	Coaches Under 12s	Coaches 12-15s	Coaches 16+
National	4	7	9	1	3	5
Advanced	2	6	14	1	3	6
Club	14	15	24	8	10	11
Introductory	13	10	11	6	3	1
Unqualified	8	8	6	4	1	0
Total	27	35	46	14	17	21

Local Authorities/Trusts Survey

Table 2: Composition of specialist coaching staff – summary

Base: Local Authority respondents who had coaching staff and provided details

	Number of male coaches			Number of female coaches		
	Coaches Under 12s	Coaches 12-15s	Coaches 16+	Coaches Under 12s	Coaches 12-15s	Coaches 16+
National	4	5	6	3	6	6
Advanced	7	8	6	6	6	6
Club	10	8	7	11	9	6
Introductory	12	10	8	11	10	7
Unqualified	2	1	1	3	3	2
Total	13	12	8	12	13	7