



High Performance Strategy 2020+

Section 1

About Us



Gymnastics is ever increasing in popularity in Ireland making us one of the largest Olympic sports in the country.

New clubs are springing up nationwide and our membership is growing every year so the future looks bright and full of opportunity.

Outside Gymnastics Ireland's direct membership, gymnastics is one of the few mandatory sports in the Physical Education curriculum in Ireland.

Gymnastics Ireland is the National Governing Body (NGB) for the sport of Gymnastics in Ireland and is officially recognised as such by Sport Ireland (SI). We are affiliated to the International Gymnastics Federation (FIG), European Union of Gymnastics (UEG), Olympic Council of Ireland (OCI) and the Federation of Irish Sport (FIS).

EVENTS AND PROGRAMMES

Gymnastics Ireland offers an extensive range of programmes and events covering participation through to performance levels



The Floor is an annual showcase event for member clubs. Clubs perform to show everyone just how skilful, fun, entertaining and exciting gymnastics is



The National Series encompasses all national level competitive events including all National Championships



GymEDGE is a series of gymnastics based workshops for any coach from any sport designed to develop the complete athlete/player



GymSTART is the participation programme for Gymnastics Ireland consisting of coaching courses, workshops, club programming tools and events



GymABLE is a new inclusive programme currently in development, targeted at providing gymnastics opportunities for people with disabilities.



The National Awards Ceremony is an annual celebration of our members achievements from participation through to performance, club through to national

COMPANY OVERVIEW 2017

MEMBERS

Approximately

25,000 

direct fee paying members



This is up 5000 members from 2016 membership year.

We have quintupled our membership since 2008.

x5



Approximately **100 member clubs**

Clubs range in size from small voluntary clubs through to professional commercial operations with some having turnovers of

€500k



The National Indoor Arena houses not

only the National Gymnastics Training Centre, a key facility for our Performance and Education programmes but is also home to our National Events programme which operates out of the National Indoor Training Centre and National Indoor Athletics Arena.

This facility will enable us to host key international events going forward.

FINANCE

We self funded

80%

of our own activities...



... with the other

20%

coming from public funding, sponsorship and CSE sources

Our turnover has increased more than 10 fold since 2008. We now have a turnover of €2 million and rising annually

€2mill

turnover and rising annually up €400K in 2017 from 2016

PARTICIPATION & PERFORMANCE

Approximately 6,000 participants in 2016 events and set to increase again by end 2017. Up from 2800 in 2015.

2,800

2015

6,000

2016

Gymnastics is classified as a

High Performance Sport

by Sport Ireland



OLYMPICS



We successfully hit our target of qualifying 1 male and 1 female gymnast to the 2016 Rio Olympic Games - Ireland's 2nd male and 1st female gymnast to qualify.

Gymnastics is defined as a **Category A Olympic Sport** by IOC alongside Swimming & Athletics

Gymnastics is one of worlds largest Olympic sports with huge global

TV audiences



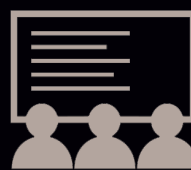
Gymnastics events are among the quickest to sell-out at every Olympic Games in terms of spectator tickets

COACHING

2,400



coaches attended our **coaching courses**



1,400

coaches & teachers have attended our workshops

Section 2

Introduction

Formation of the Performance & Technical/HP System

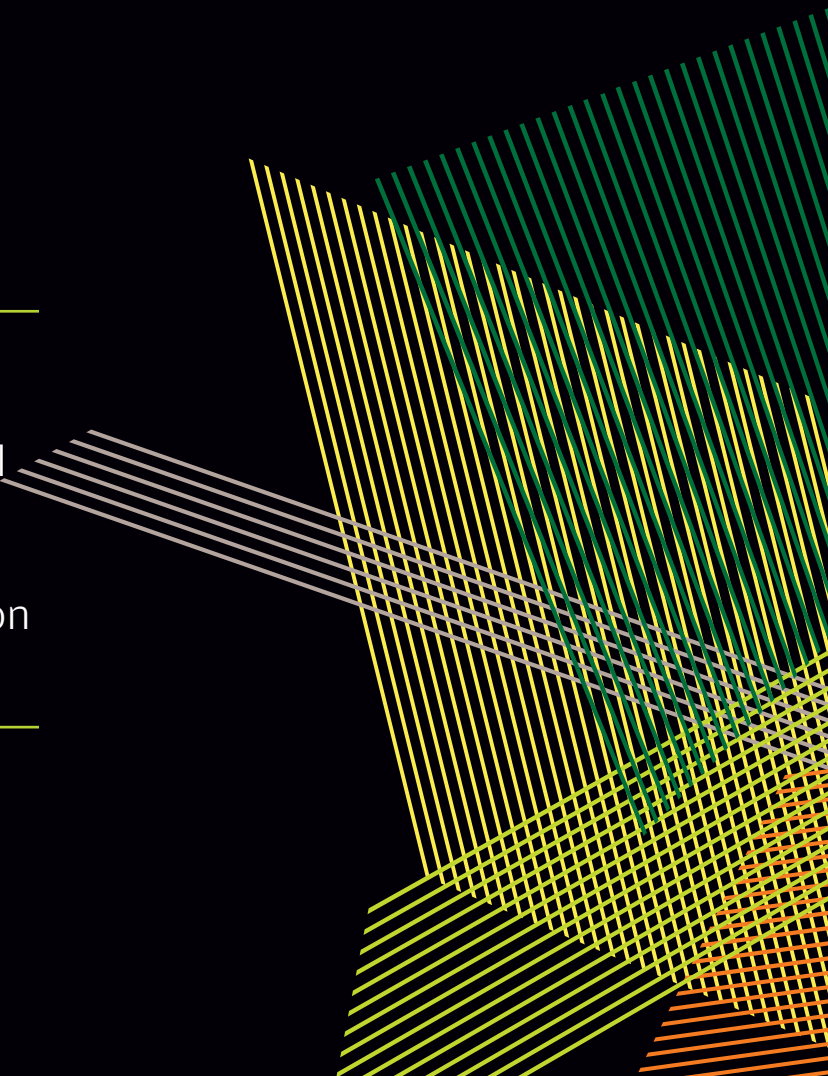
The Gymnastics Ireland Performance and Technical programme was launched in 2012 as the final target of the Strategic Plan 2008 – 2012. The focus of this plan had been to develop a competency based and commercially focussed departmentalised organisation that could financially drive the development of the organisation. During the subsequent Strategic Plan 2013-2015 Gymnastics Ireland fully funded the HP programme in its initial stages of development focussing on programme and policy development in the following areas...

- **National Squad Structure**
- **National Competition Structure**
- **Coach and Judge development**
- **International Competition Selection**

This world class facility opened its doors in Feb 2017 and is now the national hub for the Gymnastics Ireland Performance & Technical, Events & Education programmes.

The National Indoor Arena/National Gymnastics Training Centre

Over the duration of both plans Gymnastics Ireland had worked to progress the development of the National Indoor Arena (NIA), specifically to include the National Gymnastics Training Centre (NGTC) and for the wider facilities to be fit for purpose to host national and international level gymnastics events. This world class facility opened its doors in Feb 2017 and is now the national hub for the Gymnastics Ireland Performance & Technical, Events & Education programmes.



Section 3

High Performance Intention/Ambition

3.1: Where are we **now**?



Operating a sophisticated National Squad programme of over 300 gymnasts, covering development to international performance levels through the NGTC



Operating a sophisticated National Competition structure covering for development through to international levels and providing a world class field of play set-up for each competitive event



Qualified gymnasts for both London 2012 and Rio 2016



Secured Ireland's first European medal in an Olympic discipline in 2016



Regularly achieving qualification to finals on World Cup circuit



Secured Ireland's first medals on the World Cup Circuit

3.2: Where do we **want to be?**

General



Good development systems in clubs within each major population base feeding well prepared and talented gymnasts into the national system operating through the NIA/NGTC



Consistent final and podium finishes at major events including European & World Championships and Olympic Games



The Gymnastics Ireland HP programme recognised as a quality programme within the Irish sports sector and internationally within the world gymnastics community



Top Irish gymnasts recognised nationally by the Irish public as Irish sports stars providing idols/role models for the next generation of aspiring gymnasts

Specific Tokyo 2020 Cycle

Individual Gymnast Targets

-  2018 European Championships Finalist (Men's)
-  2019 European Games Finalist (Men's)
-  Top 12 finish in 2018 & 2019 World Championships (Men's)
-  Olympic Qualification (both Men's and Women's)

Team Targets

-  Field full teams of Men & Women at the 2018 European Championships
 -  Qualify full teams of Men & Women at the 2019 European Games
 -  Field full teams of Men & Women at the 2018 & 2019 World Championships as part of the qualification route for Olympic Games
-

Section 4

High Performance Governance

4.1: The Board & Strategic Plan

Gymnastics Ireland is governed by a Board of Directors who are elected/nominated as per the company constitution and are legally responsible for the strategic governance & development of the company.

Strategic Plan 2016-2020:

Key Strategic Area 4 - Raising the Bar/Stepping to the Podium

The Board have identified HP as one of the 5 key areas for development through the current Strategic Plan 2016 – 2020.

Gymnastics Ireland will develop a culture of striving to win within the Gymnastics Ireland High-Performance (HP) system, raising the bar to target qualification for finals and podium finishes at international competition as standard.



What does this look like?

- Irish gymnasts consistently qualifying for finals and in regular contention for podium finishes at international events
- Gymnastics Ireland recognised by partner agencies (Sport Ireland, Olympic Council of Ireland, Irish Institute of Sport, UEG, FIG) as an organisation with a HP system that produces quality gymnasts
- A unified national squad set-up across all disciplines prioritising national interests and striving for international excellence

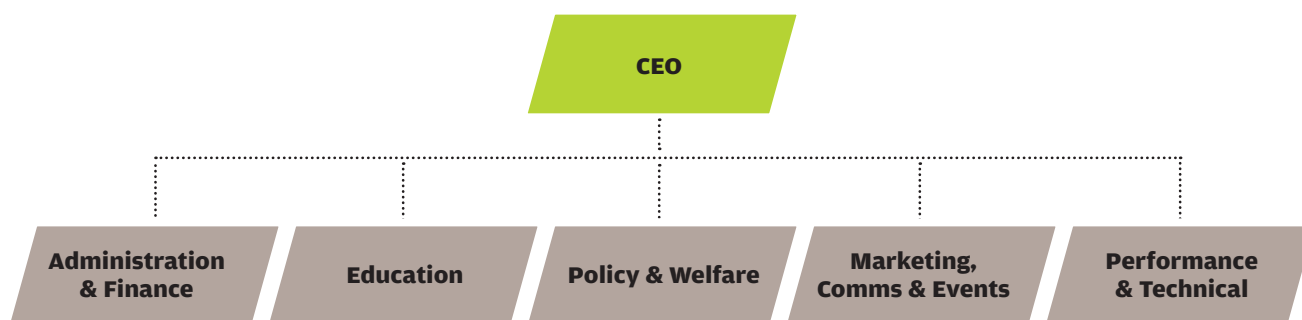


Key Initiatives

- Anchoring of the HP programme in the National Gymnastics Training Centre within the National Indoor Arena at the National Sports Campus in Dublin from 2017 onwards
- Continued rollout of HP strategy including national squad set-ups, national development plan competitive structures & HP coach education
- Implementation of selection policies with appropriate qualification standards and targeted results for all major international events
- Development of relationships with Sport Ireland, Olympic Council of Ireland, Irish Institute of Sport & National Sports Campus to strengthen HP systems

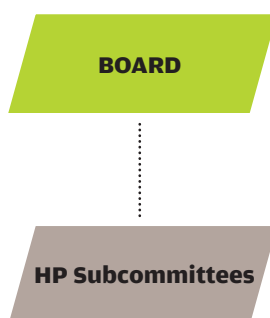
4.2: The Executive/Staff

Gymnastics Ireland employs a Chief Executive Officer who works with the Board in terms of strategy development and manages a competency based staff/executive structure spread out across 5 departments and is responsible for the operational implementation of strategies as approved by the Board.



4.3: The HP Subcommittee

The Board has created a HP subcommittee to oversee the ongoing development and implementation of the Performance & Technical/HP system in line with the company Strategic Plan and report back re the same.



Section 4

High Performance Governance (continued)

Committee Responsibility

- The HP committee is responsible for governance in the development of a HP system for GI that will further the long-term strategic goal of producing consistent final and podium finishes at major international competitive events. In carrying out its duties the Committee may take into account all factors which it deems necessary.

Membership

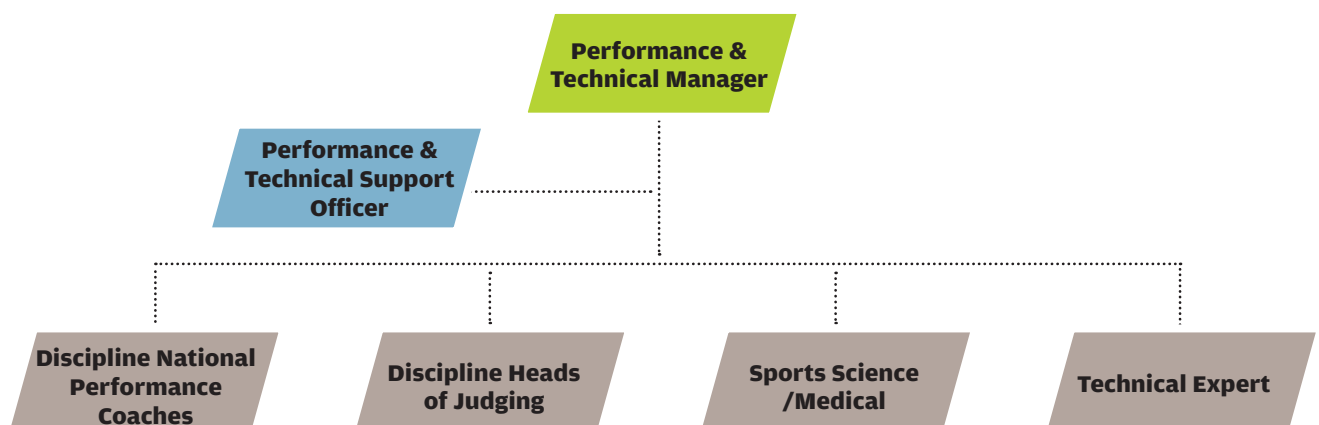
- The HP Committee will consist of three persons appointed by the Board as follows...
 - The Performance & Technical Manager (Committee Chair)
 - The CEO
 - One independent member who has recent & relevant experience in strategy development and administration of HP systems within sport, preferably Olympic sport

Duties

- The principal duties of the Committee shall include...
 - Ongoing development and implementation of the GI HP strategy/ policy in line with the main GI Strategic Plan and aligning of same to relevant stakeholder strategies such as Sport Ireland (SI) & the Olympic Council of Ireland (OCI)
 - Development and sign off of annual HP operational & financial plans linked to the HP strategy and monitoring of the same
 - Development, sign-off, oversight and reporting for any funding applications with SI, OCI or any other relevant agencies/potential HP programme partner
 - Ongoing development and implementation of GI selection policy for major international competitions including ratification of Technical specifics for each event (target scores etc.)

4.4: The Performance & Technical Department

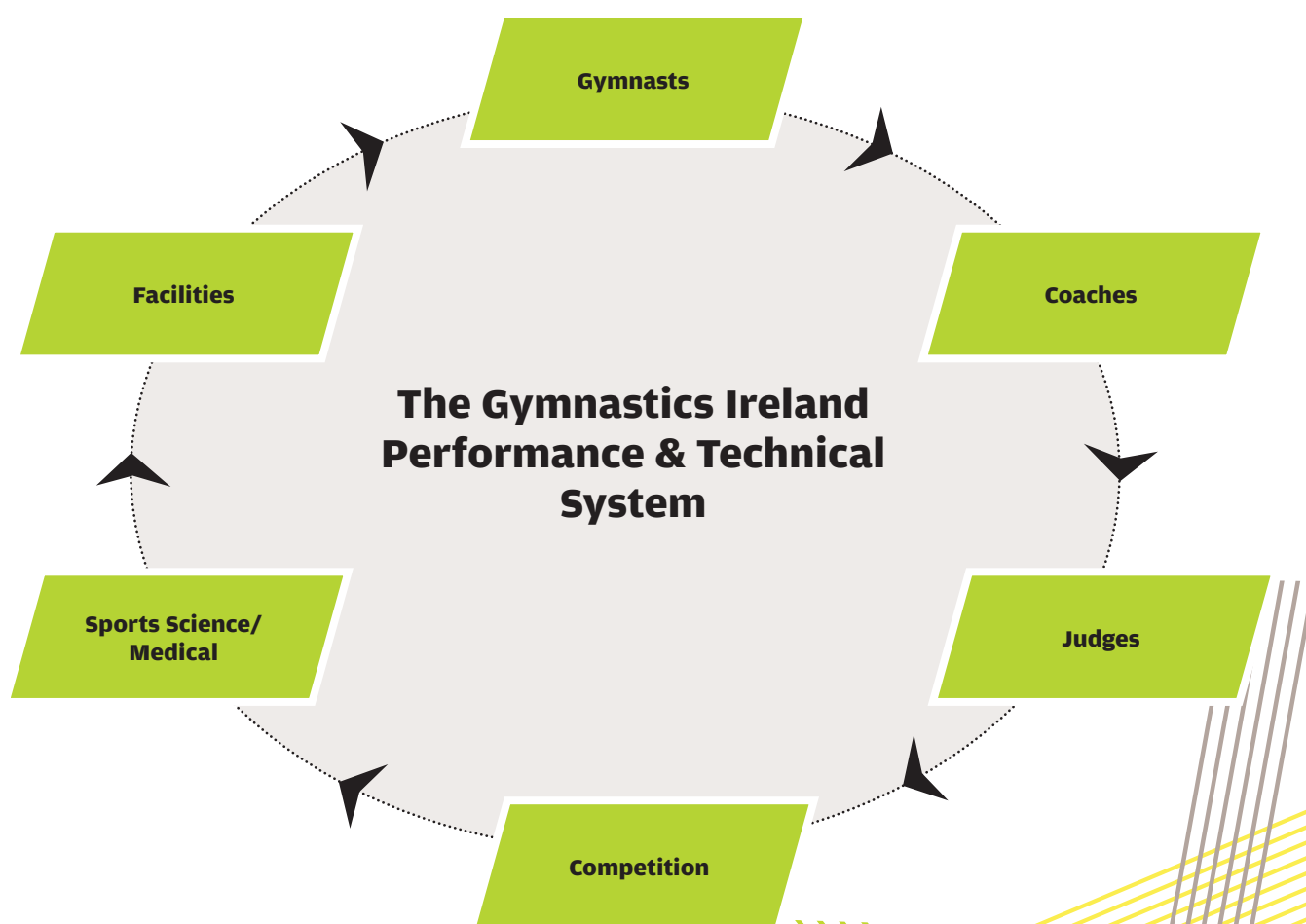
The Performance & Technical department is led by the Performance & Technical Manager who reports directly to the CEO. The Performance & Technical Manager is supported in her role by the Performance & Technical Support Officer, the discipline specific National Performance Coaches & Heads of Judging. These positions are resourced through a combination of FT/PT employees, 3rd party service contracts and volunteers.



Section 5

Performance & Technical System

5.1: System Overview



Section 5

Performance & Technical System (continued)

Gymnastics Ireland has developed various policies, structures and pathway programmes in each of the above areas that are aligned to allow for smooth transition from participation to performance for our club based system.

<p>Gymnasts - The Long Term Gymnast Training Development Pathway (LTGTD)</p>	<p>Early identification through talent ID selects gymnasts into the National Squad program. Gymnasts are monitored through National Squad testing and competition results. This pathway allows for the early identification of gymnasts that will transition progressively from age-group through to senior level.</p> <p>Gymnastics Ireland has specifically identified gymnast development as central in 'Key Strategic Area 2 Growing the Sport' & 'Key Strategic Area 4 - Raising the Bar/Stepping to the Podium' in the Strategic Plan 2016 - 2020.</p>
<p>Competitions - Long Term Gymnast Competitive Development Pathway (LTGCD)</p>	<p>Gymnastics Ireland has developed a 2 tiered competitive system providing both participation and elite route. The competitive system is age group based and allows for a progressive development from age-group through to senior level allowing transition between the two tiers.</p> <p>Selection to international competitions is managed through the GI selection policy in line with international standards and national targets & includes the National Championships plus any other trial event or competition approved by the Performance and Technical Manager in line with policy.</p> <p>Gymnastics Ireland has specifically identified gymnast development as central in 'Key Strategic Area 2 Growing the Sport' & 'Key Strategic Area 4 - Raising the Bar/Stepping to the Podium' in the Strategic Plan 2016 - 2020.</p>
<p>Coaches - The Long Term Coach Development Pathway (LTCD)</p>	<p>The GI coaching policy and education structure allows for progressive development of coaches from participation through to performance levels. Talented coaches are identified through the competitive and national squad systems and invited into the coaching pathway programme that operates through the national squad programme. Here GI supports talented coach development.</p> <p>Gymnastics Ireland has specifically identified coach development as central in 'Key Strategic Area 2 Growing the Sport' & 'Key Strategic Area 4 - Raising the Bar/Stepping to the Podium' in the Strategic Plan 2016 - 2020.</p>

Section 5

Performance & Technical System (continued)

<p>Judges - The Long Term Judge Development Pathway (LTJD)</p>	<p>The GI Judging policy and education structure allows for progressive development of Judges from participation through to performance levels. Talented Judges are identified through the competitive and national squad systems and invited into the Judging pathway programme that operates through the national squad & competitive programme. Here GI supports talented judge development.</p> <p>Gymnastics Ireland has specifically identified judge development as central in 'Key Strategic Area 2 Growing the Sport' & 'Key Strategic Area 4 - Raising the Bar/Stepping to the Podium' in the Strategic Plan 2016 - 2020.</p>
<p>Sports Science/Medical Support</p>	<p>GI works to integrate sports science/medical support as an integral part of the GI HP system to ensure our gymnasts are physically prepared for the sport, training with a reduced potential for injury and supported in terms of their lifestyle habits in order to maximise performance potential.</p> <p>Gymnastics Ireland has specifically identified sports science/medical as central in 'Key Strategic Area 4 - Raising the Bar/Stepping to the Podium' in the Strategic Plan 2016 - 2020.</p>
<p>Facilities</p>	<p>GI identifies suitable club facilities with FIG standard training and competitive equipment and encourages talented gymnasts to train locally in these clubs. The National Gymnastics Training Centre within the Sport Ireland National Indoor Arena will provide a central national base of operations for the HP programme. Gymnastics Ireland has specifically identified club/facility development as central in 'Key Strategic Area 2 - Growing the Sport' and '4 - Raising the Bar/Stepping to the Podium' in the Strategic Plan 2016 - 2020</p>

Section 5

Performance & Technical System (continued)

5.2: Long Term Gymnast Training Development Pathway

5.2.1: National Squad Pathway

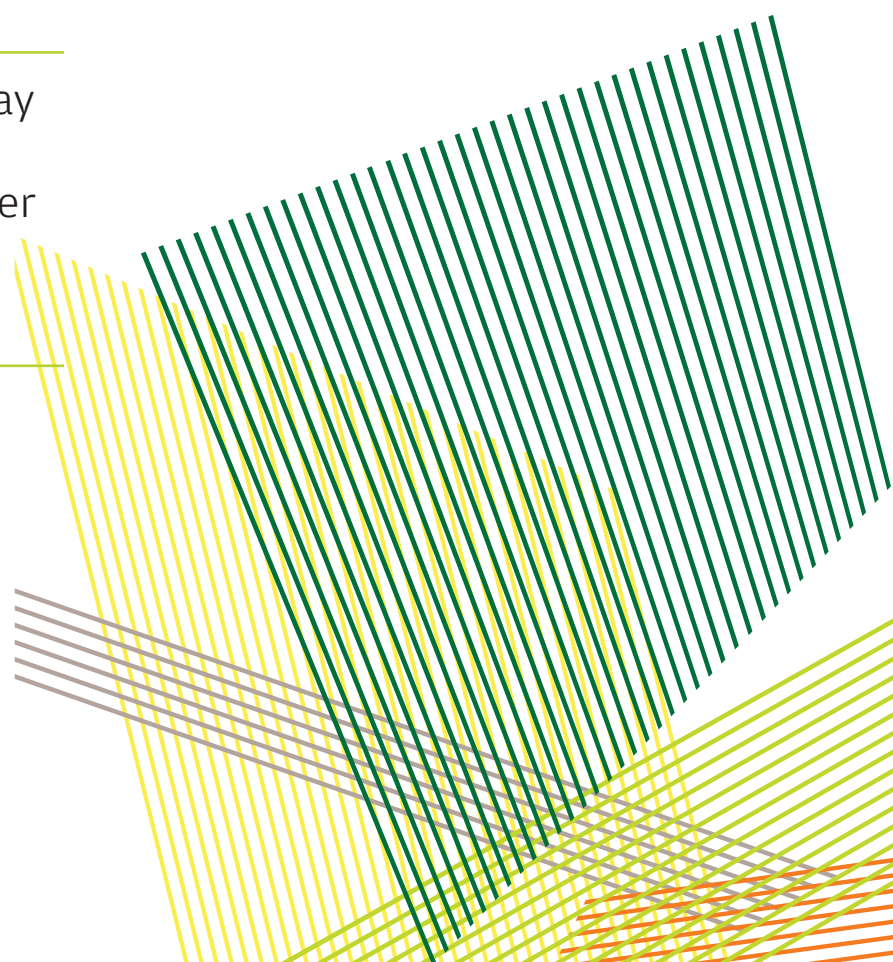
The National Squad Pathway covers all competitive gymnastics disciplines under the same national squad structure. Each discipline has specific technical needs which are supported through technical experts and National Coaches.

The national squad system is targeted at creating a sustainable system which aims to avoid generational gaps and focusses on gradual preparation to ensure gymnasts/coaches can develop through to senior international level over a 12 year period.

Gymnasts are educated from an early age upon selection into the national squad system as to their targeted competitive career pathway, together with their personal coaches with an emphasis a positive experience at all stages.



The National Squad Pathway covers all competitive gymnastics disciplines under the same national squad structure.



Section 5

Performance & Technical System (continued)

SQUAD	OBJECTIVE	AIMS
Stage 1 National Development Squad	National Development Squad supports the national programme by providing a wide base/entry point for clubs into the national squad structure. The squad focusses on coach education through quarterly training sessions while aiming to raise the national skill level of its selected members.	<ul style="list-style-type: none"> - Targets early identification in grass roots and talented gymnasts - Early physical literacy - Education in coaches - Introduces the national system and program - Transitions to stage 2
Stage 2 Olympic Start Squad	To identify, prepare and help develop all eligible elite gymnasts up to junior age. Squad members should train and progress in line with the aspirations of international selection by junior and senior age. Gymnasts in Start Squad are expected to compete in the elite competition pathway. Competition results are considered and assessed toward selection.	<ul style="list-style-type: none"> - Training to Train - Learning to compete - Developing team potential for junior cycles - Assess & analyse national squad testing stats - Monitoring and evaluation of gymnasts, coaches & judges - Identification, guidance and planning for potential FIG gymnasts - Transition to stage 3
Stage 3 International Development Squad	To identify and allow future FIG junior and senior gymnasts to transition through to senior international competition. Junior pathway targeting Junior European, EYOF, WYOG. Senior pathway targeting European Championships, European Games, World Championships, World Cup & Olympic Games.	<ul style="list-style-type: none"> - Learning to compete internationally - Developing specific targeted talents (e.g. apparatus specialists) - Developing senior team potential - Transition to stage 4
Stage 4 Olympic Squad	Junior & Senior FIG European/World and Olympic standard gymnasts progressing strategically to target key performances in FIG competitions	<ul style="list-style-type: none"> - Final and medal contenders - Team qualification to specific international events

Section 5

Performance & Technical System (continued)

5.3: Long Term Gymnast Competitive Development Pathway**5.3.1: National Competitive Route - The National Series**

The Gymnastics Ireland National Series encompasses all national level competitive events including the National Championships & National Series Super Championships. Each discipline has a progressive age-group based competitive pathway designed to develop the gymnasts from national competitive level through to international level.

<div> Discipline Qualifiers Discipline National Championships (Qualifier to National Series Super Championships) National Series Super Championships </div>		
	Objective	Aims
Discipline Qualifiers	Dependent on discipline the qualifiers are organised by area/age-group/level.	<ul style="list-style-type: none"> - Provide entry point to national competition programme - Provide international quality field of play - Filter gymnasts into correct/ appropriate discipline and level
Discipline National Championships	Each discipline National Championships mirrors the All-Around competition at major FIG events such as World Championships and crowns the disciplines specific All-Around National Champion.	<ul style="list-style-type: none"> - Provide international standard field of play - Develop gymnasts to compete in the FIG All-Around competition format - Provide a key selection event for international events if required
National Series Super Championships	The National Series Super Championships is the flagship competitive national event where the best gymnasts from every age and level of ability compete. This event has also been designed to easily introduce an international competition to the format so top Irish gymnasts can compete against top level gymnasts from other countries on home ground.	<ul style="list-style-type: none"> - World class standard event, mirroring the FIG Apparatus/ discipline Final competition format - Annual competitive showcase for gymnastics community, wider public & media - Provide a key selection event for international events if required

Section 5

Performance & Technical System (continued)

5.3.2: National Competitive Pathway



	OBJECTIVE	AIM
National Competitive Pathway	Provide a comprehensive dual route competitive system that allows for transition between participation and performance routes to enable gymnasts to arrive at senior level at an appropriate international standard.	<ul style="list-style-type: none"> - Provides a fair & progressive club based system to specifically train and compete at the correct developmental age. - Enables gymnasts to develop to hit their max competitive potential and ultimately arrive at appropriate international senior standards via the elite path - Annually evaluate areas of weakness as identified through results and adjust level content to progress these areas

Provide a comprehensive dual route competitive system that allows for transition between participation and performance

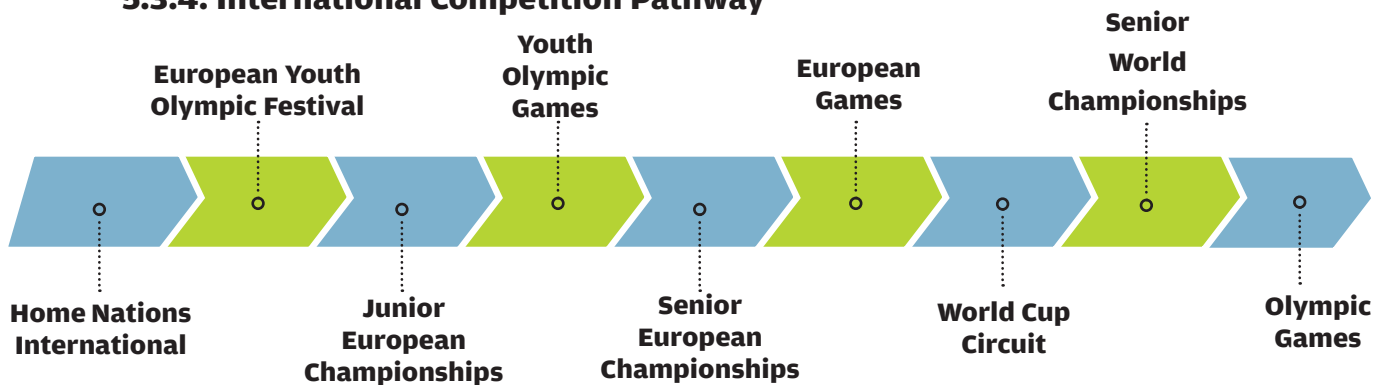
Section 5

Performance & Technical System (continued)

5.3.3: International Competition Selection

	OBJECTIVE	AIM
International Competition Selection	Selection of appropriate international standard gymnasts targeting final and medal potential at key major international events. Selection is governed via the GI International Selection Policy.	<ul style="list-style-type: none"> - Clear policy driven selection criteria provided through a fair and controlled system - Establishment of baseline national standards for international competition selection targeting final and medal potential

5.3.4: International Competition Pathway



	OBJECTIVE	AIM
International Pathway	To provide a clear stepping stone pathway of international events to ensure arrival at senior international level as a potential finalist and medallist at major senior international events.	<ul style="list-style-type: none"> - Progressive international competitive development for gymnasts from age groups through to senior level. - Ability to benchmark Irish performances against other competing nations targeting final and medal results.

5.4: Long Term Coach Development

5.4.1: Coaching Pathway



Section 5

Performance & Technical System (continued)

5.4.2: The Coaches

TYPE OF COACH	WHAT DOES THIS LOOK LIKE?
The Participation Coach	<ul style="list-style-type: none"> - Works at maximising the base of participation within the club for all levels and ages providing an entry point for talent ID and in many circumstances commercially focussed. Key activities include... <ul style="list-style-type: none"> o Recreational club programming o Link into national participation programmes such as GymSTART & The Floor o Birthday Parties o Recreational/participation camps/displays - An enthusiastic and motivated coach focussed on ensuring each gymnast has fun in their participation within the sport
The Developmental Coach	<ul style="list-style-type: none"> - Works under the direction of a performance coach focussing on the following... <ul style="list-style-type: none"> o Physical Preparation o Planning & programing, short and long term goals o Talent ID o Linking into the national performance structure o Qualified as a national Judge - Coach producing gymnasts working within the elite competitive pathway aiming to develop into FIG level - Coach participating in the Development Coach Pathway Program
The Performance Coach	<ul style="list-style-type: none"> - Manager - Developer of structure and programming within the club environment focusing on... <ul style="list-style-type: none"> o Short and long term planning/programing o Talent ID o Linking into the national performance structure - Educator to develop & mentor coaches - Qualified as a national judge - Coach producing FIG level gymnasts - Selected into the Performance Coach Pathway Program
The Specialisation Specific Coaches/ Technical Experts	<ul style="list-style-type: none"> - Works in partnership with the performance coach & development coach focussing on the following... <ul style="list-style-type: none"> o Ballet & choreography o Strength conditioning & flexibility training o Nutrition o Physiotherapy o Brevet Judging o Discipline specific/specialist apparatus - A specialist working with the coaching team on a specifically identified need for the programme - Selected into the Performance Coach Development Pathway Program

Section 5

Performance & Technical System (continued)

5.5: The Long Term Judge Development

5.5.1: The Judges Pathway



5.5.1: The Judges

TYPE OF JUDGE	WHAT DOES THIS LOOK LIKE?
Level 1 - 3	<ul style="list-style-type: none"> - Entry to development level - Early stages on the Judges pathway with potential to progress
Level 4 National Judge	<ul style="list-style-type: none"> - Development to performance level - Provides judging support for Level 1-3 judges and club programmes - Judges at all National competitive events - Judges in trials where required - Potential to progress to Level 5 - International Brevet Judge
Level 5 International Brevet Judge	<ul style="list-style-type: none"> - Senior Judge within the national programme - National & International performance level - Educator for lower judging levels - Direct involvement in International Selection policy/process & national squad system - Judge at International competitive events

5.6: Sports Science & Medical Support

5.6.1: Sports Science/Medical process



OBJECTIVE	AIM
To ensure the GI HP system is supported by sufficient medical and sport science resource in the interests of healthy life long involvement in sport and maximising competitive results.	<ul style="list-style-type: none"> • To bring sport specific quality care to the gymnast • Reduce number of injuries (prehab) • Improve recovery time (rehab) • Decrease lost training time • Improve return to sport status • Enhance performance potential • Embed medical/sport science approach within physical preparation programme

5.6.2 : Medical/Sports Science Personnel

The following medical/sports science professionals are routinely utilised within the HP system to support the objective in 5.6.1

- Physiotherapist
- Psychologist
- Strength & Conditioning Coach
- Nutritionist
- Anti-Doping Officer

5.7: Facilities

While the National Gymnastics Training Centre within the Sport Ireland National Indoor Arena provides a venue for nationally coordinated activities good club set-ups from both a facility and programming perspective are central to feeding into the national HP system. To that end and as a key initiative of 'Key Strategic Area 2 - Growing the Sport' in the Strategic Plan 2016 - 2020 Gymnastics Ireland plans to identify a key staffing resource to support clubs wishing to develop/expand full-time commercial gymnastics set-ups.

Section 6

Culture

6.2.1: Company/Organisation Culture

Gymnastics Ireland is a professionally led & voluntary driven NGB providing gymnastics opportunities for all commensurate with age and ability through a diverse range of programmes covering participation to performance levels. We believe in creating an enjoyable, safe & inclusive environment while continuing to maximise the visibility/accessibility of the sport to the general public in Ireland. Gymnastics Ireland has a wide range of policies/sub-strategies operational and in ongoing development to this end.

Our Strategic Plan 2016-2020 clearly outlines our vision for 'Where we want to be in 2020'. Key Strategic Area 4 - 'Raising the Bar/Stepping to the Podium' is specifically focussed on the development of High Performance sport within the organisation...

6.2.2: HP System Culture - 'Raise the Bar-Stepping to the Podium'

Gymnastics Ireland wants to create and foster a culture of ambition and pride whereby results are always maximised and built on, whereby national takes priority over club, whereby positive personal development feeds a winning culture.

6.3.3: Retainment – Lifelong involvement in Sport

Key to the successful ongoing development of the organisations culture as outlined above is retainment of passionate and skilled people within the sport in a variety of diverse roles. Gymnastics Ireland aims to develop strategies to maximise retainment within the sport.

Section 7

Monitoring, Review & Improvement

There are three areas of relevance in terms of monitoring and review of the HP system...



Delegation Performance at International Competition: Review process for delegation members for international competitions including gymnasts, coaches, judges and support staff as per the International Selection & International Travel policies specific to their respective performance at the event.



HP System: Annual monitoring and review of the HP strategy is conducted by the HP Subcommittee as per the committee Terms of Reference and in-line with the wider Strategic Plan review taking into consideration feedback from external stakeholder input (Sport Ireland, Olympic Council of Ireland...). The HP Strategy will be updated and adjustments made as needed to ensure the evolution of the HP System.



Staffing: Annual review of HP staffing as per all Gymnastics Ireland staff in-line with employment contracts and Staff Handbook. This process is overseen by the Human Resources and Remuneration Subcommittee which consists of the Board Chair, 1 x Board member, 1 x Independent member (with relevant HR/Employment law experience) and the CEO. Performance is assessed against agreed operational work plans in-line with wider objectives as per Strategic Plan and associated sub-strategies/policies. Staff are also offered continuous professional development support as deemed necessary/required in order to ensure they are capable of delivering in their respective role.



Irish Sports HQ
National Sports Campus
Blanchardstown
Dublin 15
Ireland

Tel (+353) 01-625-1125
Email ask@gymnasticsireland.com

Sport Starts Here.
www.gymnasticsireland.com