



GROWING AND SUSTAINING WORLD CLASS SPORT



SPORTING COMMUNITIES– SPORTING CLUBS – SPORTING WINNERS

CORPORATE PLAN 2015-2020 CONSULTATION DRAFT

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OUR PURPOSE

Sport Northern Ireland is the lead public body for the development of sport in Northern Ireland.

Our vision is:

Northern Ireland: renowned as a place where people enjoy, engage, and excel in sport.

This vision is supported by the following mission statement and strategic objectives:

Mission Statement

To lead world class sports development at all levels producing more participants and more winners

Strategic Objectives

Objective 1	Sporting Communities	To increase and support the number of people adopting and sustaining a sporting lifestyle.
Objective 2	Sporting Clubs	To enable more people to develop and reach their sporting goals through a structured environment.
Objective 3	Sporting Winners	To help more Northern Ireland athletes win at the highest level.

This Corporate Plan 2015-2020, [agreed by the Minister for Culture, Arts and Leisure,] summarises our contribution to delivering on the targets and key steps within Sport Matters. It also includes our plans for investing Exchequer and National Lottery funds.

It re-enforces our commitment to ensuring that sport and physical recreation is for everyone, regardless of age, gender, race, disability, marital status, sexual orientation, dependency, religious belief or community background. Along with our

partner organisations, we are moving forward to contribute to a shared and equal future for everyone in Northern Ireland.

Sport Northern Ireland remains clear that the values and cultures of an organisation drives its commitment to excellence and our values and principles set out our commitment to providing people in Northern Ireland with world class sporting experiences. In consultation with our partners and staff, we have developed a values and principles framework that will guide how we work to achieve our corporate vision, mission and strategic objectives:

Values and Principles Framework	
Leadership	Being strategic and using our resources and expertise to achieve the maximum impact.
Creativity	Pushing boundaries and being flexible and innovative in our approach.
Teamwork	Ensuring genuine collaboration and partnerships and embracing the contribution of others.
Excellence	Providing an outstanding service for all.
Integrity	Being accountable, transparent, honest and fair.

OUR STRATEGIC CONTEXT

INTRODUCTION

As the public body leading the development of sport in Northern Ireland, we are driven by a passion for sport and our belief that sport has the power to enrich and enhance the lives of individuals and communities.

Northern Ireland: renowned as a place where people enjoy, engage and excel in sport shares in the vision as set out in the Northern Ireland Executive's Strategy for Sport and Physical Recreation 2009-2019: '*a culture of lifelong enjoyment and success in sport*'¹ [*Sport Matters*]. Intrinsic to this is the common purpose '*to build a better and shared future for all*'² [*Building A Better Future*]. The power of sport means it contributes to the five strategic priorities uniting all public sector organisations in Northern Ireland:

1. Growing a sustainable economy and investment in the future
2. Creating opportunities for tackling disadvantage and improving health and wellbeing;
3. Protecting our people, the environment and creating safer communities;
4. Building a strong and shared community;
5. Delivering high quality and efficient public services.

The next 5-10 years will be a challenging economic period. We know that it will require informed planning, strategic and targeted investment, meaningful partnerships and difficult decisions to achieve our vision, mission and strategic objectives. This will necessitate prioritising how we allocate our expertise and investment to deliver greatest benefit and strategic outcomes. As the public body leading the development of sport, we are also in a unique position to contribute to all elements of an effective sport system in Northern Ireland and its connections to the UK, Ireland and beyond.

¹ *Sport Matters: The Northern Ireland Strategy for Sport and Physical Recreation 2009-2019.*

² *Northern Ireland Programme for Government 2011-2015, Building A Better Future.*

Sport is central to everything we aim to achieve, whether this is through increased participation, athlete performance and enhanced facilities, or a better equipped sporting workforce. We are also cognisant of our wider social responsibilities and the promotion of equality and the tackling of poverty and social exclusion (PETSE) is a key priority for this corporate planning period

To realise these instrumental benefits through sport it is essential to have an 'effective sporting system' in Northern Ireland. This sporting system includes well managed competent governing bodies, modern talent development systems, strong club and competition structures, a competent and available workforce and a range of quality, accessible facilities within the club, local authority, governing body, education and community settings. We will continue to work to support the on-going development the sporting system in Northern Ireland.

SPORT POLICY FACTORS LEADING TO INTERNATIONAL SPORTING SUCCESS (SPLISS) RESEARCH 2012³

Over the last few years national sports organisations and governments throughout the world have committed increasing amounts of money to sport, in an attempt to have an effective sports development system. As nations have competed to achieve international success, their sport development systems have become increasingly similar and more than ever focus on a single integrated sports development model, commonly referred to as the SPLISS Model.

In 2010-11, Sport Northern Ireland participated in an international SPLISS benchmarking study [involving 15 other nations]. This allowed for an assessment of the sports development system in Northern Ireland against the SPLISS Model:

The study found that Northern Ireland's sport development system is in its infancy and considerable investment is necessary to bring our system up to a standard comparable with other countries.

Sport Northern Ireland is using the evidence and road map provided through the SPLISS assessment to guide and inform this Corporate Plan. In so doing, we are making a clear commitment to striving for excellence at all levels in sport so that

³ *Sport Northern Ireland. 2012. Sport Policy Factors Leading to International Sporting Success: An audit of the elite sport development system in Northern Ireland.*

children and older people for example, participating in sport have the best quality, sporting experience, that young men and women showing sporting talent have a clear pathway to developing that talent and barriers are removed and that our best athletes are given the best chance to succeed at the highest level in their sports. We will support communities, clubs and governing bodies of sport to achieve these.

Sport Northern Ireland recognises that the SPLISS Model values equally the benefits derived from sports participation at grass roots level and competitive higher performance sport. Our investment will be made through our staff (sports development capacity building, providing expert advice and development support) through financial investment where it is most needed in the sporting system (grassroots facilities, talent identification and nurturing or access to the Sports Institute) and through offering grant aid to support our objectives.

RESPONDING TO PARTNERS' VIEWS

As a means of informing the development of this plan we sought feedback from a range of stakeholders/partners as to their needs and expectations over the period of this plan.

This corporate plan (2015-2020) has taken full account of the feedback received and primarily focused on the positive and visible difference we will make to sport in Northern Ireland by 2020. This Plan outlines the approaches we will take to make our vision a reality and our measures of success [outcomes].

REALISING OUR STRATEGIC OBJECTIVES

This Plan has been devised based on projections that we will have resources of **£100.3m** during the period 2015-2020.

Our strategic approach to delivery will ensure focus on the changes needed across Northern Ireland to provide people and athletes with the conditions they require to participate, perform and succeed in sport. To this end, we will foster an integrated approach with our key partners focusing on **6 Priorities for Action** outlined in Table 1.

TABLE 1 PRIORITIES FOR ACTION SUPPORTING THE ACHIEVEMENT OF OUR STRATEGIC OBJECTIVES

SPORTING COMMUNITIES	<p>To increase and support the number of people adopting and sustaining a sporting lifestyle.</p> <ol style="list-style-type: none"> 1. We will lead, co-ordinate and invest in the development and delivery of grassroots sport, extending choice and quality sporting opportunities which engage all. 2. We will increase participation in grassroots sport with a target on young people, disabled people, women, older people and people living in areas of greatest need.
SPORTING CLUBS	<p>To enable more people to develop and reach their sporting goals through a structured environment</p> <ol style="list-style-type: none"> 3. We will invest in the sporting workforce to enable sports clubs to develop and deliver quality sporting experiences so that people can enjoy and sustain a sporting lifestyle; 4. We will invest in quality sports facilities that engage communities, support achievement of sporting goals and develop future champions.
SPORTING WINNERS	<p>To help more Northern Ireland athletes to win at the highest level.</p> <ol style="list-style-type: none"> 5. We will prioritise those sports and athletes who have the potential to achieve success and excel at the Olympic, Paralympic and Commonwealth Games. 6. We will work strategically with the sports (including culturally significant sports) to invest in our high performance expertise where it is most needed to ensure success

The successful delivery of these **Priorities for Action** is predicated on:

- Engaging and supporting the right **People**,
- Effective **Planning**;
- Strong **Partnerships**; and
- Quality and accessible **Places** for sport

Collectively, these relate to our strategic objectives, and when delivered successfully will make a significant contribution to growing and sustaining a world class sporting system in Northern Ireland.

Figure 1 outlines our **Integrated Delivery Model** for the period 2015-2020.

FIGURE 1 AN INTEGRATED DELIVERY MODEL



OUR OUTCOMES

As a result of the investment we will make through this corporate plan we are striving to achieve the following sporting outcomes:

- 1. More people taking part in sport and physical recreation on a regular basis especially among those that do not normally participate;**
- 2. A demonstrable Sport Northern Ireland contribution to promoting equality, tackling poverty and social exclusion in sport;**
- 3. New sporting facilities that support both community and high performance use;**
- 4. More athletes winning at the highest level;**
- 5. A recognition that sport enhances the quality of life and community wellbeing; and**
- 6. Sport Northern Ireland recognised as a ‘thought leader’ in sports development.**

This Plan will be underpinned by an annual business plan for each year. These business plans will include specific details on key activities, budgets and associated key performance indicators (KPIs) to bring our strategic objectives and priorities for action into effect. We will employ a range of quantitative and qualitative measures to evaluate our work holistically. We also monitor our progress through a Performance Management Framework and report quarterly to DCAL at scheduled Governance and Accountability meetings.

ABOUT THIS PLAN

This plan has been informed by views of a range of individuals and organisations collected through a public consultation exercise. A summary of all consultation responses is available on request.

Supporting this Corporate Plan is our annual business plan which provides more information on our key activities and specific priorities for the coming year.