

# Sport Northern Ireland

Corporate Plan 2011-15







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**Eamonn McCartan**

Chief Executive  
Sport Northern Ireland

A handwritten signature in black ink that reads "Eamonn McCartan".

I am delighted to present Sport Northern Ireland's Corporate Plan for 2011-15. This document sets out Sport Northern Ireland's key priorities for action over the next four years which will in turn contribute to wider government objectives and high level targets within Sport Matters: The Northern Ireland Strategy for Sport and Physical Recreation, 2009-2019.

Sport and physical recreation make a unique contribution to society. It is valued by many thousands of individuals who are participants, parents, teachers, coaches, officials, volunteers, administrators and spectators. It provides a strong platform in which to develop strong, cohesive and inclusive communities. In addition to sport's intrinsic value, it also offers a number of extrinsic benefits which contribute wider government objectives, such as, growing the economy, improving education and skills, and promoting social inclusion.

Sport's greatest contribution to other government objectives is its benefits to public health. Over 2,000 deaths each year in NI can be attributed to physical inactivity. Indeed it has been said that "if sport were a pill it would be the most prescribed pill in the world", and I believe over the next few years that it is within the area of 'health' that sport can make the largest impact. We are all aware of the 'health time bomb' which exists with obesity levels rising amongst children and adults.

We are all aware that the increasingly sedentary lifestyles of modern children have contributed to this obesity time bomb. Latest figures suggest that a staggering 22% of our young people are overweight or obese. It is estimated that obesity

costs the UK economy £3bn per annum. Across the UK, we spend £886 per person per year on the National Health Service; contrast this with the £1 per person per year spent on sport. I believe that by increasing funding to sport, as the Scottish Executive has done, Sport Northern Ireland could actively help prevent a lot of that ill health.

But beyond the broader value, sport and physical recreation continues to provide us with those inspirational, incomparable and invaluable moments when our teams, clubs, counties and country win, lose or draw. The London 2012 Olympic and Paralympic Games, 2013 Belfast World Police and Fire Games and 2014 Commonwealth Games in Glasgow will provide opportunities for us to bring that opportunity, enjoyment and passion to everyone in NI.

In particular, the London 2012 Games will offer considerable sporting opportunities for NI, in terms of athlete participation, feeder events, and facility provision. Above all, the London 2012 Games provide the opportunity to put in place the legacy of a system for the development of athletes from NI of a world class standard. Essential to this legacy is the development of the sporting workforce – community, club and

performance coaches; scientists and medics; and not least methods of identifying and developing talented athletes to be the best they can. This legacy is not confined to only Olympic sports; the development of sports performance systems will be for all sports.

Sport Matters: The Northern Ireland Strategy for Sport and Physical Recreation, 2009-2009 was approved by the Northern Ireland Executive in December 2009 and officially launched in May 2010. I am enthused by the challenge presented in the form of the 26 ambitious high level targets. This Plan articulates Sport Northern Ireland's contribution to the those targets and the key steps for success.

However, at this present time, sport and physical recreation is facing some challenging times. Funding of all athletes, whatever their ability, costs money. It is estimated that to win a gold medal at the Olympic Games now costs £2m of investment, whilst Sport Northern Ireland has less than £2m per annum to invest in all our top sportsmen and women. Already Sport Northern Ireland has begun the process of establishing people in sports who will in turn embed new ways of working so that post 2012 and around 2014 improved sporting results will be the norm

in international competition.

Given the current economic climate, a key challenge for sport and physical recreation in NI is to maintain the significant contribution it makes to the economy.

Undoubtedly one of our greatest achievements during the period of our previous Corporate Plan was the considerable redevelopment at Tollymore National Outdoor Centre. The squeeze on public sector funding however will unfortunately limit the continued development of similar world class sporting facilities.

In calling for a 'sea-change' in public attitudes to sport, Sport Northern Ireland, in association with the Department of Culture, Arts and Leisure (DCAL), are seeking to tackle long-standing and deep-rooted structural problems that currently frustrate the creation of a "culture of lifelong enjoyment and success in sport" in NI. A culture in which sport is truly valued by all; a culture where people frequently pop out for a walk, a run or a cycle; and a culture where people experience the healthy glow and satisfaction of participating in sport rather than the following of a sedentary lifestyle.



# Introducing Sport Northern Ireland

Sport Northern Ireland is the leading public body for the development of sport in NI. Our corporate vision is:

**“a culture of lifelong enjoyment and success in sport which contributes to a healthy, fair and prosperous society.”**

In order to achieve this vision Sport Northern Ireland has identified the following strategic priorities:

STRATEGIC PRIORITIES	DEFINITION
1. ACTIVE PEOPLE	We believe that increasing participation opportunities for people, especially among under-represented groups is important in creating a culture of lifelong enjoyment and success in sport. We will continue to invest in policies, programmes and initiatives designed to encourage children and adults to become more active in their daily lives.
2. SUCCESSFUL ATHLETES	We will continue to invest in and support governing bodies of sport, athletes and coaches to build a world class high performance system to enable NI's most talented athletes to prepare for and perform on the world stage, with a particular focus on Olympic, Paralympic and Commonwealth Games medals and success in other culturally significant sports.
3. QUALITY FACILITIES	We will invest in new and improved sporting facilities which are safe, comfortable, accessible for all, sustainable and meet the specification and strategic needs of sport in NI. We will also provide statutory and regulatory compliance advice and technical guidance on best practice facility design and safe operation.
4. ENABLED PARTNERS	We will continue to invest in the modernisation of our partners to ensure that NI's sporting organisations are 'fit for purpose' and have the capacity and skills to develop sport.
5. A COMPETENT SPORTING WORKFORCE	We believe that skilled and competent coaches are essential to create a culture of lifelong enjoyment and success in sport at all levels. We will continue to invest in and support the recruitment, training and development of coaches through a coaching strategy which is aligned to the UK and Irish coaching frameworks.
6. A TRUSTED AND EFFECTIVE LEADER	We will continue to invest in our people to continually improve our efficiency, innovation and impact. We will provide high-quality expertise for our partners in areas such as research, human resources, finance, planning, communications and advocacy.

We will strive to achieve our vision and strategic priorities by providing leadership and supporting its partners, investing National Lottery and Exchequer funding where it is needed, and ensuring the implementation of Sport Matters: The Northern Ireland Strategy for Sport and Physical Recreation, 2009-2019" (hereafter, 'Sport Matters').

Sport Northern Ireland is based at the House of Sport in Belfast, and operates the recently rebuilt Tollymore National Outdoor Centre in the Mourne Mountains. We also fund the Sports Institute Northern Ireland (SINI), based at the Jordanstown campus of the University of Ulster. SINI prepares NI's best athletes to perform on the world stage by providing an environment that nurtures high performance athletes and coaches.

The next four years present a unique opportunity for the development of sport and physical recreation in NI, with the London 2012 Olympic and Paralympic Games, Belfast 2013 World, Police & Fire Games and the Commonwealth Games in Glasgow in 2014. As such, we are committed to developing a world leading sporting infrastructure to ensure that NI can benefit considerably from the long-term legacy of this list of events in terms of participation, performance and places.

Sport Northern Ireland's Corporate Plan 2011-15 (hereafter, 'this Plan'), agreed by DCAL, summarises our contribution to delivering on the targets and key steps within Sport Matters. It also includes the organisation's plans for investing Exchequer and National Lottery funds.



# The Value of Sport and Physical Recreation

## Definition of sport

In the last 30 years, many attempts have been made to provide a single definition of sport. Sport Northern Ireland has adopted a broad and inclusive definition of 'sport' from the Council of Europe's European Sports Charter (2001):

**"Sport embraces much more than traditional team games and competition. 'Sport' means all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competitions at all levels."**

## Why do people value sport and physical recreation?

The importance of sport and physical recreation is now well recognised and publicly acknowledged. People in NI value sport and physical recreation as an important dimension of their culture. In particular, people value the chance to play, compete, spectate and volunteer and there is evidence to suggest that they would do so more often given the opportunity and if barriers were removed. All these activities offer lifelong enjoyment and fulfilment in a range of setting including home, schools, the workplace and the community. They also value the opportunities for participation afforded by NI's rich and varied





natural environment.

Sport and physical recreation provides heroes, heroines and moments of inspiration which we collectively celebrate.

With this in mind, sport and physical recreation is an engaging cultural force in NI and can be instrumental in making peoples' lives better. In fact, it is impossible to imagine a NI without sport.

## Wider importance of sport and physical recreation

There is widespread consensus that sport and physical recreation has both intrinsic and extrinsic benefits. There is growing awareness of the significant positive contribution that they make to improving the lives of individuals, communities and society as a whole. This contribution can be summarised in the following areas:

### Improving Health and Wellbeing

Sport and physical recreation, as forms of physical activity, can play a vital role in improving health and wellbeing. For example there is a significant and growing body of evidence that highlights the contribution of sport and physical recreation to reducing levels of obesity, cardiovascular disease, Type 2 diabetes, colon cancer, osteoporosis, anxiety and stress.

### Growing the Economy

Sport and physical recreation are already net financial contributors to the economy and their economic value is firmly established. Recent research carried out by Sport Northern Ireland in 2010 quantifies this contribution as follows:

- Jobs - 18,500 people are employed in sport-related employment;
- Spend - £688m was spent by consumers on sport-related goods and services in 2008; and
- Added value - sport-related activity adds £693m to the NI economy.

Furthermore, research by Volunteer Now in 2007, estimated that the overall economic value of formal sports volunteers was £66.5m per year.

### Improving Education and Skills

Within an educational environment, there is early evidence to suggest that participation in sport and physical recreation can contribute to a child's improved academic performance and perceived self-esteem and are effective vehicles for re-engaging marginalised young people.

### Building Strong, Cohesive and Inclusive Communities

Sport and physical recreation can make a significant contribution to local communities and achieving the vision of a "Shared and Better Future for us all", identified within the Programme for Cohesion, Sharing and Integration. A recent survey by Sport Northern Ireland in 2008 found that nine in ten sports'

participants agreed that sport has enabled them to mix with people from different religions, age groups, neighbourhoods and social groups.

### Improving NI's Image, at Home and Abroad

Sport and physical recreation has made a positive contribution to NI's image, at home and abroad. For example, sports events, activity tourism and winning performances by athletes and teams have all played an importance role improving this image. A recent survey by Sport Northern Ireland in 2008 supports this view, where it was found that 89% of respondents felt that it is important for athletes and teams from NI to achieve international success and that 85% believe that sports events project a positive image of the region.

# Values and Investment Principles

Sport Northern Ireland promotes the message that sport and physical recreation is for everyone, regardless of age, gender, race, disability, marital status, sexual orientation, dependency, religion/belief or community background. Along with its partner organisations, we are moving forward to create a shared and better future for everyone in NI. Sport Northern Ireland has an ethical framework consisting of the following values (our beliefs) and investment principles (the standards that guide our actions).

## Values

- Equity;
- Honesty;
- Integrity;
- Respect; and
- Sustainability.

## Principles

### 1. **Developing a Sporting Infrastructure**

The development of sport and physical recreation in NI is dependent on an infrastructure of people, organisations and facilities. All of which need to be grown and sustained in the longer term. We will work with partners to examine the strengths and weaknesses of the current infrastructure and enhance it where possible through sustainable





capacity building.

### 2. **Creating Effective Participant-Athlete Pathways**

The development of effective participation and performance pathways are crucial if the vision of this Plan is to be realised. Taking account of the Lifelong Involvement in Sport and Physical Activity Framework (LISPA - Appendix I), we will work to create quality opportunities for people to participate and develop in their sport at any level and for life. Starting with the fundamental movement skills (physical literacy) and the confidence children need at an early age to enjoy success and lifelong involvement in sport and physical recreation, we will work with governing bodies of sport to develop long-term athlete development frameworks, which set out the optimum development pathways for their sport. By mapping participant-athlete pathways, we can maximise opportunities for sport, support talent identification and assist people changing to stay engaged for life.

### 3. **Embedding Ethics and Equality through Sport and Physical Recreation**

As the leading public body for the development of sport in NI, we are committed to tackling discrimination and to promoting

equality of opportunity for people to participate and perform in sport and physical recreation at all levels regardless of age, gender, race, disability, marital status, sexual orientation, dependency, religion/belief or community background. Our Equality Scheme sets out the actions that will be taken to promote equality of opportunities across the organisation and in sport and physical recreation. During 2011-15, we will not only deliver, monitor, and continue to review and develop actions in the Equality Scheme, but will also continue to work towards mainstreaming equity into every aspect of the organisation's work. This will ensure that all policies, programmes and services are equality screened and if required are subject to a full equality impact assessment. We will also support key partners to embed equality and good relations into all of their functions and ensure appropriate actions are taken with regards to safeguarding children and vulnerable adults and anti-doping to create a safe, fair and ethical sporting environment.

# Strategic Drivers for Sport

## Northern Ireland Executive's Programme for Government

This Plan is set out to reflect the aims, goals and priorities identified within the Northern Ireland Executive's Programme for Government 2011-2015.

With its limited resources, Sport Northern Ireland recognises that it cannot directly achieve the broader governmental priorities. However, the organisation still believes that it has a key role in advocating sport and physical recreation as a means of indirectly contributing to the themes and priorities of NI Government.

## Department of Culture, Arts & Leisure's Corporate Plan 2011-2015

This Plan will also look to contribute towards DCAL's vision of "a confident, creative, informed and vibrant society" and relevant aims and objectives identified within their Corporate Plan 2011-2015.

Specific information highlighting Sport Northern Ireland's contribution to Programme for Government and DCAL's Corporate Plan will be included in our future Business Plans.



### 'Sport Matters' - The Northern Ireland Strategy for Sport & Physical Recreation 2009-2019

Sport Matters sets out the key strategic priorities for sport and physical recreation over the period 2009-2019 and informs the direction of future investment. As a strategic document, it poses great challenges for every individual and organisation with a stake in sport; physical recreation; health; education; social and community wellbeing; and the environment.

Following consultation, the people of NI articulated their aspirations and the long-term vision for sport and physical recreation in NI over the next decade: 'a culture of lifelong enjoyment and success in sport'. The document is structured to reflect the current and anticipated needs of sport and physical recreation as expressed through consultation. These relate to:

- **Participation;**
- **Performance;** and
- **Places.**

Sport Northern Ireland is responsible for coordinating and managing the implementation of Sport Matters, supporting each of the Sport Matters Implementation Groups in the development of action plans, engagement of key partners and the subsequent reporting of progress to the Ministerial led Sport Matters Monitoring Group.

In addition, Sport Northern Ireland has a role in both

planning and delivering its own contributions, as well as supporting its partners plans and sustain their contributions to Sport Matters. This Plan outlines Sport Northern Ireland's contribution to Sport Matters. Further information on the implementation of Sport Matters is available online at: [www.sportni.net/about/SportMatters/Implementation](http://www.sportni.net/about/SportMatters/Implementation)



# Understanding Our Priorities

Figure 1: Sport Northern Ireland's Corporate Map

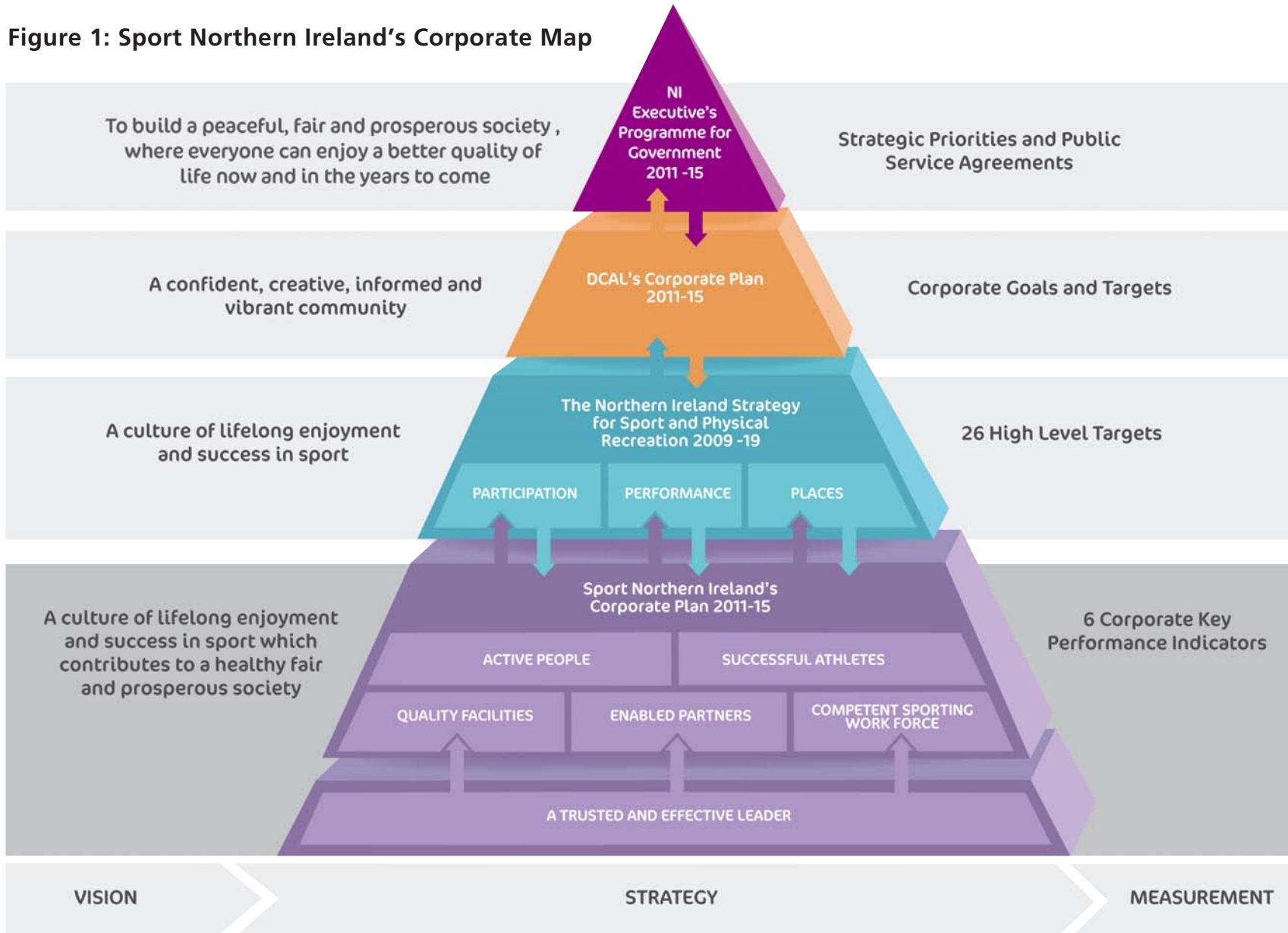


Figure 1 illustrates how Sport Northern Ireland operates and how our strategic priorities are aligned with and contribute towards key policies and strategies within NI, namely the NI Executive's Programme for Government; DCAL's Corporate Plan and Sport Matters.

To achieve our vision, Sport Northern Ireland has identified the following six strategic priorities that will be addressed over the next four years: Active People, Successful Athletes, Quality Facilities, Enabled Partners, A Competent Sporting Workforce; and A Trusted and Effective Leader.

Between 2011-15, we will invest a total of £210.7m in Exchequer and National Lottery funds to help achieve our goals. This will be done through the provision of sports development expertise from our staff and by investing in partner organisations that share our vision.

These policies and programmes will be monitored through a performance management framework which will enable us to demonstrate our contribution to Sport Matters' targets; DCAL's corporate goals and targets; and the Public Service Agreements identified within the NI Executive's Programme for Government.



# Building On Progress

## A Review of SNI's Performance 2008-2011

The priorities outlined in this Plan represent a continuation of the priorities identified within the previous Corporate Plan 2008 - 2011. It aims to consolidate progress made to date, and with the help of Sport Northern Ireland's partners, makes a significant difference particularly in relation to increasing participation and improving sporting performance.

Over the period 2008-2011, Sport Northern Ireland made excellent progress in developing sport and physical recreation in conjunction with our partner organisations. This progress is articulated in its most recent Annual Review which can be downloaded at [www.sportni.net/about/Annual+Reviews](http://www.sportni.net/about/Annual+Reviews).

Table 1 details a short summary of key achievements for each corporate outcome of the previous Corporate Plan 2008-2011.





**Table 1: Sport Northern Ireland’s key achievements of the previous Corporate Plan 2008-2011**

CORPORATE OUTCOME	KEY ACHIEVEMENTS 2008-2011
<b>1. Professional, accountable and autonomous sporting organisations</b>	<ul style="list-style-type: none"> <li>• Sport Northern Ireland supported the modernisation of over 30 governing bodies of sport.</li> <li>• In partnership with a range of governing bodies of sport and Local Authorities (Regional Consortia), Sport Northern Ireland launched ‘Clubmark NI’ a junior sports club accreditation programme.</li> </ul>
<b>2. Improved safety of major sporting venues</b>	<ul style="list-style-type: none"> <li>• Sport Northern Ireland invested £6.7m through the Stadia Safety Programme to improve the safety and comfort of spectators attending elite sporting events at GAA, Soccer and Rugby venues within Northern Ireland.</li> <li>• Sport Northern Ireland invested over £3m through the Soccer Strategy Facilities Programme to improve the safety and comfort of spectators attending elite sporting events at GAA, Soccer and Rugby venues within Northern Ireland.</li> <li>• The Overseeing Function was established to monitor the implementation of The Safety of Sports Grounds Order which designated 30 sports grounds in Northern Ireland.</li> </ul>
<b>3. Increased participation in sport and physical recreation, especially among underrepresented groups</b>	<ul style="list-style-type: none"> <li>• The launch of the Active Communities Programme was subsequent appointment of 106 generic and sport specific coaches across 11 consortia of district councils.</li> <li>• Through the Building Sport and Places For Sport Programmes, £34.5m was invested in over 110 capital projects.</li> <li>• As part of the Sport in Our Community Programme, £3.6 million was invested in 34 projects from the voluntary, community and statutory sectors and aimed to deliver innovative and creative projects over a four year period.</li> <li>• The extensive redevelopment of Tollymore National Outdoor Centre as a ‘state of the art’ national facility for mountaineering and canoeing, which now provides comfortable accommodation, a range of changing and conference facilities, catering, high and low ropes courses and access to a kayak rolling pool.</li> </ul>
<b>4. Increased number of athletes with improved sporting performance</b>	<ul style="list-style-type: none"> <li>• Sport Northern Ireland launched the Investing in Performance Sport Programme to resolve weaknesses in the existing performance sport system to improve athlete performance and to establish and embed characteristics (nine ‘pillars’) of world leading performance systems.</li> <li>• Over £2.5m was invested through the Athlete Support Programme to support Northern Ireland’s most talented athletes and teams.</li> <li>• The performance of the NI Commonwealth Games Team who returned from 2010 Delhi Commonwealth Games as the most improved home country and 6th most improved country overall, winning a total of 10 medals (3 gold, 3 silver and 4 bronze).</li> <li>• Construction commenced on Northern Ireland’s first 50m swimming pool to provide training and competition facilities for Olympic and Paralympic athletes.</li> </ul>
<b>5. Contribution to broader government priorities</b>	<ul style="list-style-type: none"> <li>• The design and implementation of the Northern Ireland Sport and Physical Activity Survey (SAPAS) which established statistically robust data on participation, club membership, volunteering, coaching and spectating, providing baseline information for Sport Matters.</li> <li>• The evidence base of sport was enhanced through the Northern Ireland Coaching Workforce Survey, which provides a detailed picture about coaches and the coaching workforce.</li> </ul>
<b>6. Increased efficiency and effectiveness in the attainment of corporate outcomes</b>	<ul style="list-style-type: none"> <li>• Sport Northern Ireland was accredited with “One To Watch” status by Best Companies, the work place engagement specialists behind the ‘Sunday Times Best Companies to Work For’.</li> <li>• Sport Northern Ireland were accredited with Investors in People for a further three years (2011-2014).</li> </ul>

# Looking Ahead

## Key Challenges & Opportunities Going Forward 2011-2015

Despite the good work that has taken place over the period 2008-2011, Sport Northern Ireland will face a number of difficult challenges in relation to achieving our strategic priorities during 2011-2015. However, this will also present us with a number of opportunities. Some of the key challenges and opportunities are outlined below:

### 1. Participation

There is clear public passion for and interest in sport and physical recreation across Northern Ireland. Recent data from the Northern Ireland Adult Sport and Physical Activity Survey (SAPAS) indicates that 37% of adults living in Northern Ireland participated in at least 30 minutes of moderate intensity sport in the last seven days. This figure increases to 47% if walking and cycling is included.

When total physical activity (eg. what activities are undertaken at work, in the home, getting about and playing sport) is considered SAPAS (2010) reports that only 35% of adults living in Northern Ireland meet the Chief Medical Officer's recommendation (a total of at least 30 minutes a day of at least moderate intensity physical activity on five or more days of the week) for physical activity each week. This indicates that 65% of the Northern Ireland adult population are not sufficiently active in order to maintain good general health.

Furthermore, the 'Ten Year Strategy for Children and Young People in Northern Ireland 2006-2016' reported that only 36% of children (aged under 16 years) participate in sport and physical activity 3-5 times per week.

Related to the above findings, there is increasing concern in Northern Ireland about public health issues. The 2005-2006 Health and Social Wellbeing Survey found that overall 59% of all adults (aged 16 years and over) were either overweight (35%) or obese (24%). Childhood obesity is also a growing problem in Northern Ireland. This is evidenced by an analysis of the Child Health System data, which highlighted the increased incidence of overweight or obese boys (13% to 19%) and girls (20% to 27%) between 1997 and 2004.

Whilst overweight and obesity is caused by a number of factors, sport and physical recreation, in the context of lifestyle changes and healthy eating, can play a key role in weight management and make a significant contribution to the control and reduction of obesity and associated health risks identified within 'The wider importance of sport and physical recreation' section on page 9.

By contributing to the key steps and targets within Sport Matters and the Department of Health, Social Services and Public Safety's Framework for Preventing and Addressing Overweight and Obesity in Northern Ireland – 'A Fitter Future for All' (2011-2021), we will strive to make sport and physical recreation more desirable and accessible to the Northern Ireland population through the development and implementation of programmes and initiatives aimed at increasing participation levels (see Table 2).

### 2. Performance

Notwithstanding recent success at the Delhi 2010 Commonwealth Games, Beijing 2008 Olympic and Paralympic Games and other notable achievements in

recent years, Northern Ireland has still some way to go in order to secure a world leading system for player/ athlete development. Prior to 2008 Olympic and Paralympic successes in athletics, boxing and cycling, the last Olympic medal won by a Northern Ireland athlete was in 1992. In addition, three sports have accounted for all medals won by Northern Ireland's athletes at Commonwealth Games since 1950. This said, representatives of some of Northern Ireland's larger team sports (including football, Gaelic Games, rugby and cricket) have achieved considerable success in recent years.

The relative gap between the performance of Northern Ireland's athletes and those from other countries continues to increase. Investment in high performance sport has been available since 1997 but still remains at a lower level when compared to other countries.

In addition, Sport Northern Ireland needs enabled partners to lead and deliver sport and physical recreation. Increasingly, it faces demands on resources at both a regional and local level. One such challenge is to ensure that organisations have the capability to deliver.

As the London 2012 Olympic and Paralympic Games and Glasgow 2014 Commonwealth Games approaches, we will look to maximise the opportunities that these Games present in terms of athlete participation, pre-games training camps and events, facility provision and long-term legacy.

Whilst it important to manage public expectation, following recent successes, these Games will provide the opportunity to inspire Northern Ireland's next generation of sporting heroes and heroines.

### 3. Places

Given the current economic climate and the recent Final Budget 2010 announcement, a key challenge for sport and physical recreation in Northern Ireland is addressing the sports facilities deficit highlighted in our recent research report, Bridging the Gap (2009). This report indicates that, at both community and high performance levels, Northern Ireland is under-provided for in comparison with other regions in the UK and Europe.

Over the next four years, we will have the opportunity to work with partners to address the sports facilities deficit through the development of a range of new, improved and shared sports facilities across Northern Ireland, including the development of three major sports stadiums that meet the strategic needs of football, Gaelic Games and rugby. Furthermore, we will also look to support aspiring athletes by providing world leading training facilities within a 60 minute travel time and a provide range of facilities capable of hosting major sporting events such as the Belfast 2013 Wold Police and Fire Games.



This Plan has been devised based on projections that Sport Northern Ireland will have resources of **£210.7m** during the period 2011-2015. This includes a projection of £175.8m in Exchequer resources, £31.0m anticipated Lottery resources and £3.9m in self generated income.

This investment is not only subject to available resources,

but will vary according to the plans of partners and the Lottery applications the organisation receives. Sport Northern Ireland will prioritise investment where it will have the greatest impact towards increasing participation and improving sporting performance.

Table 2 outlines Sport Northern Ireland's six strategic

priorities and identifies significant actions and key steps to be achieved against planned investment over the next four years. Sport Matters targets are also included to outline how Sport Northern Ireland's priorities link and contribute to the Strategy.

**Table 2: Sport Northern Ireland's strategic priorities and key steps for achievement**

Strategic Priority & Budget Allocation	Aim	Sport Matters Targets	Key Steps for 2011-2015
<b>1. ACTIVE PEOPLE (£25.5m)</b>	To deliver quality sporting opportunities within our communities, in order to increase the number of people participating in sport and physical recreation (especially among under-represented groups) on a sustained and lifelong basis.	PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11	<ol style="list-style-type: none"> <li>1. We will continue to invest in the 11 consortia of district councils through our <b>Active Communities Programme</b>. The Programme covers the period 2010-2015 and aims to fund 110 coaches to provide participation opportunities for over 100,000 people across Northern Ireland.</li> <li>2. Through <b>Capital Programmes</b>, we will support the development of new and improved sporting facilities across Northern Ireland, designed to create sustained and lifelong participation opportunities.</li> <li>3. Through the <b>Awards For Sport Programme</b>, we will provide small scale funding to directly support clubs and other sporting providers.</li> <li>4. Through investment in <b>Governing Bodies of Sport</b>, we will establish and develop world leading systems to identify talented athletes and instill deliberate practice.</li> <li>5. We will take the lead role in the management of funding for <b>Special Olympics Ulster</b>.</li> <li>6. We will ensure that <b>Tollymore National Outdoor Centre</b> provides a range of programmes designed to facilitate participation opportunities in a variety of outdoor pursuits and other adventure activities.</li> </ol>

Strategic Priority & Budget Allocation	Aim	Sport Matters Targets	Key Steps for 2011-2015
<b>2. SUCCESSFUL ATHLETES (£29.5m)</b>	To develop a world leading high performance system to enable Northern Ireland's most talented athletes to prepare and compete internationally.	PE12, PE14, PE15, PE17, PE20, PL23	<ol style="list-style-type: none"> <li>7. Through the <b>Investing in Performance Sport Programme (2009-13)</b>, we will deliver integrated investment against agreed components of each governing body plan including investment in athlete development, competition and training programmes at a national, regional and local level; provision of athlete funding to support high performance athletes and investment in performance staffing, including coaches. A review of this programme will be undertaken to facilitate the development a new governing body investment model.</li> <li>8. We will continue to invest in the <b>Sports Institute Northern Ireland</b> and three regional <b>Performer Development Centres</b> to further develop and nurture Northern Ireland's talented athletes/ coaches, through a range specialist sports services and expertise.</li> </ol>
<b>3. QUALITY FACILITIES (£141.3m)</b>	To develop new and improved sporting facilities which are safe, comfortable, accessible and sustainable that meet the specification and strategic needs across sports and across Northern Ireland.	PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, PE20, PL21, PL22, PL23, PL25	<ol style="list-style-type: none"> <li>9. Through the <b>Sport Matters Community Capital Programmes</b>, we will support the refurbishment and replacement of substandard local facilities, and invest in new facilities in areas of under provision, in line with those identified within Sport Northern Ireland's latest facilities research, 'Bridging The Gap'.</li> <li>10. We will progress the construction of an Olympic and Paralympic standard <b>50m pool</b> in the North Down area that will support Northern Ireland player/athlete development and be used for training and competition.</li> <li>11. We will use our knowledge, skills and expertise to support the development of <b>three major sports stadiums</b> to meet the strategic needs of Football, GAA and Rugby.</li> <li>12. We will provide advice and technical guidance on facility design, provision and safety management. In addition, we will oversee and monitor the implementation of the <b>Safety Of Sports Grounds</b> (Northern Ireland) Order (2006).</li> <li>13. We will seek to attract 10 nations competing in the London 2012 Olympic and Paralympic Games for <b>Pre-Games Training Camps</b> and Events.</li> </ol>

# Achieving Our Priorities

Strategic Priority & Budget Allocation	Aim	Sport Matters Targets	Key Steps for 2011-2015
<b>4. ENABLED PARTNERS (£1.2m)</b>	To further strengthen the capacity of our sporting partners to ensure they are 'fit for purpose' and in a position to develop the sporting infrastructure of Northern Ireland.	PA5, PE14	<p>14. We will support the modernisation of funded governing bodies of sport and other sporting organisations. In particular, we will support governing bodies to embed ethics and equality in their sport.</p> <p>15. We will continue to support clubs and community sport, including the implementation of a club accreditation scheme and support to partners.</p>
<b>5. A COMPETENT SPORTING WORKFORCE (£0.9m)</b>	To develop a skilled and competent sporting workforce that meets the needs of participation and performance pathways.	PE14, PE18, PE19, PE20	<p>16. We will support governing bodies to align their coaching plans to either the UK or All Ireland systems. We will support the development and implementation of the UK Coaching Certificate and the Coaching Development Programme for Ireland.</p> <p>17. We will continue to develop a coaching network, a network of coach development officers primarily based within governing bodies and district councils to deliver the Coaching Strategy for NI.</p> <p>18. We will support the creation of workforce development plans to enable individual sports to identify and address the needs of their plan.</p> <p>19. We will continue to establish and embed a world leading sports development system (Appendix II).</p>



Strategic Priority & Budget Allocation	Aim	Sport Matters Targets	Key Steps for 2011-2015
<p><b>6. A TRUSTED AND EFFECTIVE LEADER (£12.3m)</b></p>	<p>To provide strategic leadership and continue to develop and empower our staff to provide high quality expertise for our partners.</p>	<p>All</p>	<ul style="list-style-type: none"> <li>20. Driven by the Board, who provide both strategic leadership and positive scrutiny, we will strive to improve its operations, relationships and contributions to sport and wider government and social agendas.</li> <li>21. We will endeavour to utilise the knowledge, skills and expertise of its staff to deliver this Plan.</li> <li>22. We will oversee and coordinate the implementation of Sport Matters.</li> <li>23. We will continue to reduce administration, improve business processes and efficiency in accordance with the principles of efficient government and operate in an equitable manner, promoting diversity and interdependence.</li> <li>24. We will continue to seek recognition of the wider contribution sport makes to society and broader government priorities through advocacy and communications.</li> <li>25. We will continue to adopt an evidence based approach to work through effective research and monitoring.</li> </ul>



# Approach to Delivery

Sport Northern Ireland develops sport and physical recreation primarily through the provision of sports development expertise from its staff.

In addition to the core expertise, this includes staff with specific experience in capital development and building capacity in organisations. (Particularly in terms of modernising the governance and administration of sports organisations.) This ensures that funding is invested efficiently and effectively in partner organisations that share Sport Northern Ireland's priorities.

Sport Northern Ireland will invest Exchequer and Lottery funds in the shared outcomes of key partners' plans. In particular, it will work with governing bodies of sport in developing and delivering their plans – as well as helping district councils, education and library boards and community/voluntary organisations develop their plans at a local level.

As the leading public body for the development of sport in NI, **we will continue to work with a wide range of partners to support the delivery of this Plan**, including the following:

## UK and Ireland partners:

- UK Sport
- Sport England
- Sportscotland
- Sport Wales
- Irish Sport Council

- National Governing Bodies of Sport;
- Sportscoach UK;
- Coaching Ireland;
- British Olympic Association;
- Olympic Council for Ireland;
- Coaching Ireland;
- Irish Institute for Sport;
- Paralympic Council of Ireland;
- World Anti-Doping Agency; and
- UK Anti-Doping.

## Regional partners with a NI wide remit:

- DCAL and other Government Departments;
- Governing Bodies of Sport;
- Higher Education Bodies;
- Sports Institute Northern Ireland;
- Disability Sports NI;
- National Society for the Prevention of Cruelty to Children (NSPCC);
- Northern Ireland Sports Forum;
- Northern Ireland Commonwealth Games Council;
- Countryside Activities and Access Network;
- Special Olympics Ulster;
- PlayBoard; and
- Private Sector.



### Local delivery partners:

- District Councils;
- Education and Library Boards;
- Voluntary sector (community groups and sports clubs); and
- Local Sports Advisory Committees.

As outlined in Sport Matters much of Sport Northern Ireland's work and investment will be channelled through two key partners – **governing bodies** of sport and **district councils**.



# Resourcing Our Priorities

Sport Northern Ireland will invest staff, time and funding towards achieving the strategic priorities of this Plan. Our Plan has been devised based on an indicative budget of £210.7m over the next four years. This includes £175.8m of Exchequer funding (£42.4m revenue and £133.4m capital), approximately £31.0m of National Lottery funding and £3.9m in self generated income.

As with previous years, there is no 'stand alone' strategy document for the distribution of Lottery funding, however all Lottery funded programmes will contribute to Sport Northern Ireland's strategic priorities. As a distributor of Lottery funds, Sport Northern Ireland operates in accordance with the Policy and Financial Directions issued by government.

Sport Matters provides the over-arching strategic direction for the distribution of Sport Northern Ireland Lottery funding. In addition, Lottery funding will continue to be distributed in accordance with recommendations of the Lottery Distribution Policy issued by the Department of Culture, Media and Sport in July 2002 by ensuring Lottery funds are:

- Distributed to meet national and local priorities;
- Invested in addition to, rather than replacing, existing programmes and resources being delivered through sporting partners including local government, private sector and voluntary sector;
- Available to all who wish to participate, across NI;
- Used to target investment where there's a particular need, such as areas of high social need and under-represented groups;
- Supportive of safe sport for all and used to promote ethical and equitable sport; and
- Exploited to make sure that the benefits of Lottery investment are sustainable.

Table 3 highlights projected budgets over the four-year period by source of income, namely DCAL (Exchequer) and the Department for Culture, Media and Sport (National Lottery).

This investment is not only subject to available resources, but will vary according to the plans of partners and the Lottery applications the organisation receives. Sport Northern Ireland will prioritise investment where we believe it will have greatest impact towards increasing participation and improving performance. Table 4 provides an indicative summary of the breakdown of resources against each of our strategic priorities across the four year period.

**Table 3: Budget allocation by source of funding**

		FUNDS (£)				
		2011 - 12	2012 -13	2013 -14	2014 -15	Total
Exchequer	Revenue	11.5m	10.3m	10.1m	10.5m	42.4m
	Capital	10.8m	6.8m	5.0m	0.8m	23.4m
	Stadia	1.0m	20.0m	20.0m	69.0m	110.0m
National Lottery <sup>1</sup>		7.1m	6.7m	7.6m	9.6m	31.0m
Other Income		0.9m	1.0m	1.0m	1.0m	3.9m
<b>TOTAL SPEND</b>		<b>31.3m</b>	<b>44.8m</b>	<b>43.7m</b>	<b>90.9m</b>	<b>210.7m</b>

Note 1: Spend targets relate to funds currently held on reserve within the Lottery Funds and annual income received each year. No specific capital or revenue allocation is made.

**Table 4: Budget allocation by strategic priority**

Strategic Priority	2011 - 12	2012 -13	2013 -14	2014 -15	Total
1. Active People	6.7m	6.4m	6.1m	6.3m	25.5m
2. Successful Athletes	8.1m	7.4m	6.6m	7.4m	29.5m
3. Quality Facilities	12.6m	27.7m	27.7m	73.3m	141.3m
4. Enabled Partners	0.3m	0.3m	0.3m	0.3m	1.2m
5. A Competent Sporting Workforce	0.2m	0.2m	0.2m	0.3m	0.9m
6. A Trusted and Effective Leader	3.4m	2.8m	2.8m	3.3m	12.3m
<b>TOTAL SPEND</b>	<b>31.3m</b>	<b>44.8m</b>	<b>43.7m</b>	<b>90.9m</b>	<b>210.7m</b>



# Measuring Our Progress

This Plan is underpinned by Sport Northern Ireland's annual business plans which provide specific details on programmes, budgets and associated key performance indicators (KPIs) to bring the organisation's priorities into effect. We employ a range of quantitative and qualitative measures to reflect its work holistically. We also monitor our progress through a Performance Management Framework and reports quarterly to DCAL at scheduled Governance and Accountability meetings.

Table 5, details the Framework by which we will measure our progress against the vision and strategic priorities over the next four years.

Each priority and its associated aim contains one or more objectives. The objectives will be monitored through KPIs

and targets. This will be explored in greater detail within the annual business plans. In order to facilitate corporate level reporting, Table 4 also highlights six Corporate KPIs, one for each strategic priority.

As well as regularly reporting to the Board, Sport Northern Ireland will publish an annual review and accounts online at [www.sportni.net](http://www.sportni.net). The Culture, Arts and Leisure Committee of the Northern Ireland Executive will have a key role in scrutinising Sport Northern Ireland's delivery. Sport Northern Ireland will work in partnership with DCAL, as well as in accordance with its Management Statement and Financial Memorandum agreements to support this process.



**Table 5: Sport Northern Ireland’s Performance Management Framework**

PRIORITY & AIM	OBJECTIVES	CORPORATE KPI
<b>1. ACTIVE PEOPLE</b> To deliver quality sporting opportunities within our communities, in order to increase the number of people participating in sport and physical recreation (especially among under-represented groups) on a sustained and lifelong basis.	1a To increase the number of people participating in sport and physical recreation.	1.1 The total number of people participating in sport and physical recreation in the last 12 months.
<b>2. SUCCESSFUL ATHLETES</b> To develop a world leading high performance system to enable NI’s most talented athletes to prepare and compete internationally.	2a To increase the number of athletes with improved sporting performance.	2.1 The number of medals won by Sport Northern Ireland funded athletes aged 16 and over in Commonwealth, World/ European and Olympic and Paralympic level.
<b>3. QUALITY FACILITIES</b> To develop new and improved sporting facilities which are safe, comfortable, accessible for all and sustainable that meet the specification and strategic needs across sports and across NI.	3a To develop and improve the safety, comfort and access at NI’s major sporting venues including regional sports stadiums.  3b To address NI’s facilities deficit identified within Bridging the Gap.	3.1 The number of new and improved sports facilities developed across NI to address the facilities deficit identified within Bridging the Gap.
<b>4. ENABLED PARTNERS</b> To further strengthen the capacity of our sporting partners to ensure they are ‘fit for purpose’ and in a position to develop the sporting infrastructure of NI.	4a To increase the number of Sport Northern Ireland funded governing bodies and sporting organisations attaining a reasonable level of assurance through a governance audit.  4b To deliver Sport Northern Ireland’s junior sports club accreditation programme, Clubmark NI.	4.1 The number of governing bodies attaining a satisfactory level of assurance through a Sport Northern Ireland governance audit. The total number of funded governing bodies and other organisations implementing effective systems for the development of coaching.
<b>5. A COMPETENT SPORTING WORKFORCE</b> To develop a skilled and competent coaching workforce that meets the needs of participation and performance pathways.	5a To increase the number of governing bodies with coaching plans aligned to the UK or all Ireland systems.	5.1 The total number of funded governing bodies and other organisations implementing effective systems for the development of coaching.
<b>6. A TRUSTED AND EFFECTIVE LEADER</b> To provide strategic leadership and continue to develop and empower our staff to provide high quality expertise for our partners.	6a To spend Sport Northern Ireland’s total budget allocation from both National Lottery and Exchequer sources.	6.1 The total consumption by Sport Northern Ireland of the Lottery and Exchequer annual accounts, based on revised allocation letters due to in-year monitoring changes.

# Impact of Our Work

“

Sport Northern Ireland's Practitioner Development Programme (PDP) has given me the opportunity to work with some of the leading throws coaches in the World. For example, I have just returned from Loughborough where I spent a few days with Vesteinn Hafsteinsson who coaches Gerd Kanter, the World and Olympic Champion in the Discus. This was only possible because of Sport Northern Ireland's support and faith in me to develop as a world class coach.

“

I've been training full time and I just couldn't have done this without the financial backing of Sport Northern Ireland who have been with me every step of the way and the support of the Sports Institute Northern Ireland who have helped keep me fit and injury free. It's been a real team effort and I hope I can do them all proud.

”

”



Jacqueline McKernan, Athlete Development Manager  
Athletics Northern Ireland



Kelly Gallagher, SNI funded and SINI supported athlete  
Northern Ireland's first Winter Paralympian

“

The Sport Northern Ireland funded Sport in the Community programme changed my life. I gained a 2 star Canoeing Award through the Youth Leadership and Mentoring Programme and feel useful again. I can use my skills to give children an opportunity to try something new that they wouldn't otherwise have had the chance of trying – as I never did when I was a child.



Donal, Canoe Instructor  
Derry City Council Waterside Neighbourhood Renewal

“

Thanks to the financial and practical support and guidance from Sport NI, the development of new multi sports playing facilities at PlayBall, Stormont has greatly enhanced the sporting facilities that NICSSA has on offer to the local and wider community. It has made a significant contribution to our community outreach strategy enabling a range of sporting activities to be played and enjoyed by clubs, schools, youth groups and community groups.

”

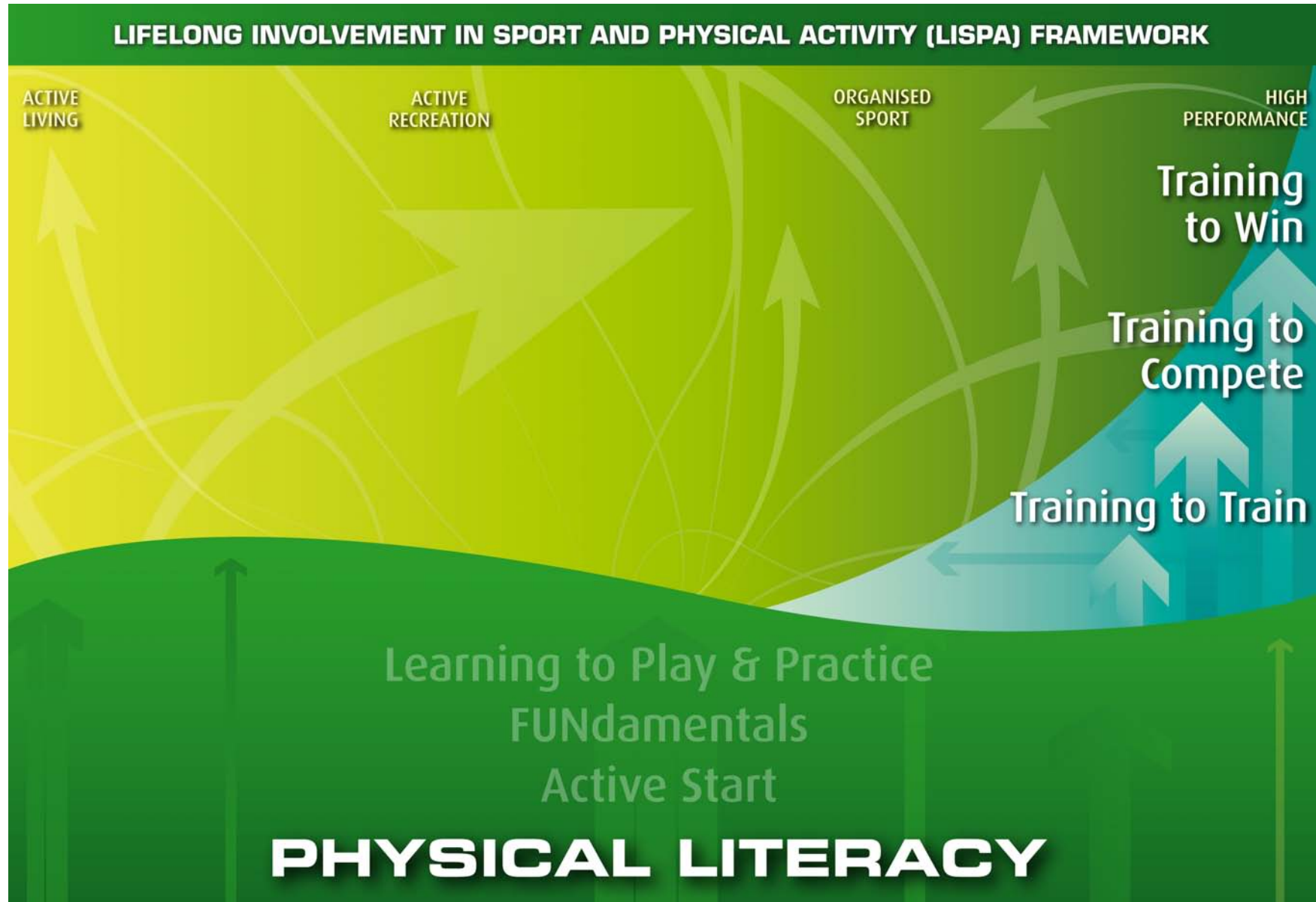
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Mr Gerry Kelly, Chief Executive  
Northern Ireland Civil Service Sports Association



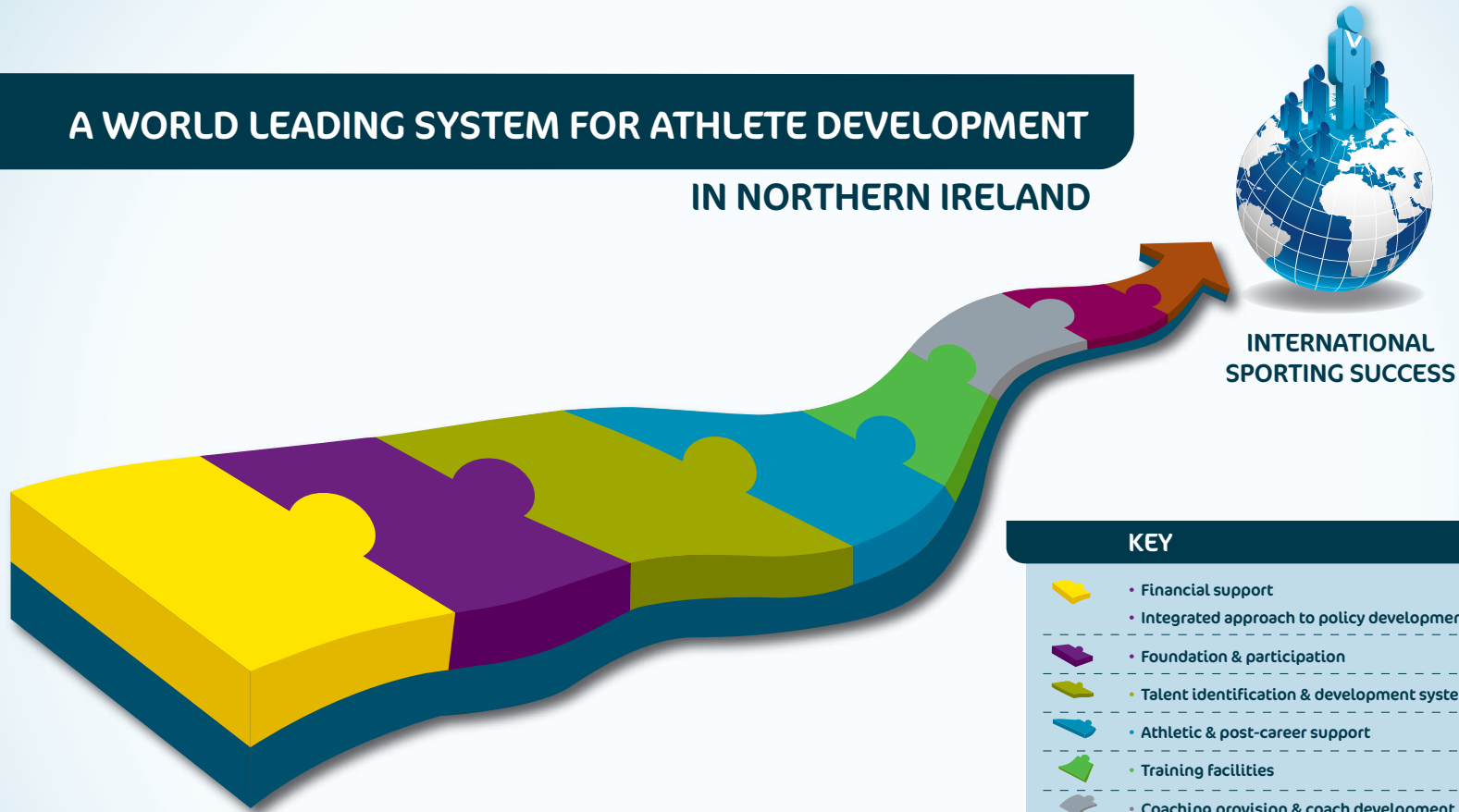
# Appendix 1: LISPA Framework





# Appendix 2: World Leading System for Athlete Development

## A WORLD LEADING SYSTEM FOR ATHLETE DEVELOPMENT IN NORTHERN IRELAND



### KEY

- Financial support
- Integrated approach to policy development
- Foundation & participation
- Talent identification & development system
- Athletic & post-career support
- Training facilities
- Coaching provision & coach development
- Scientific research
- (Inter)national competition
- Agency partners

# Appendix 3: Sport Matters Targets

Sport Matters: The Northern Ireland Strategy for Sport and Physical Recreation 2009-2019 identifies 26 high level targets against which the success of the strategy will be measured. These targets are summarised by the three themes of Participation, Performance and Places and are listed below. Where targets have already been achieved these are clearly marked. Of the total 26 targets, there are 7 short term targets, 7 medium term targets and 12 long term targets. In summary 5 of the 7 short term targets have already been achieved and these are clearly marked below. For more information visit: [www.sportni.net/about/SportMatters](http://www.sportni.net/about/SportMatters).

## Participation

- PA1** **ACHIEVED** - By 2009, to have agreed and commenced implementation of a revised research framework for participation rates that is cognisant of the recommendations of the Chief Medical Officers in the UK.
- PA2** **ACHIEVED** - By 2010, to have reviewed economic impact of sport and physical recreation in Northern Ireland.
- PA3** By 2011, to have established a baseline for the number of children of compulsory school age participating in a minimum of two hours quality physical education.
- PA4** By 2013, to have stopped the decline in adult participation in sport and physical recreation.
- PA5** By 2014, to have increased the number of people in Northern Ireland in membership of at least one sports club.

- PA6** By 2014, to provide every child in Northern Ireland over the age of eight years with the opportunity to participate in at least two hours per week of extra-curricular sport and physical recreation.
- PA7** By 2019, to deliver at least a three percentage point increase in adult participation rates in sport and physical recreation (from the 2013 baseline).
- PA8** By 2019, to deliver at least a six percentage point increase in women's participation rates in sport and physical recreation (from the 2013 baseline).
- PA9** By 2019, to deliver at least a six percentage point increase in participation rates in sport and physical recreation among socio-economically disadvantaged groups (from the 2013 baseline).

- PA10** By 2019, to deliver at least a six percentage points increase in participation rates in sport and physical recreation among people with a disability (from the 2013 baseline).
- PA11** By 2019, to deliver at least a six percentage point increase in participation in sport and physical recreation among older people (from the 2013 baseline).

## Performance

- PE12** **ACHIEVED** - By 2010, to have a fully operational Sports Institute that supports 100 athletes per annum to achieve 70% of their agreed annual performance targets.
- PE13** **ACHIEVED** - By 2010, to win at least five medals at the Delhi Commonwealth Games.

# Appendix 3: Sport Matters Targets

**PE14** By 2011, to ensure that all Sport Northern Ireland funded governing bodies and sporting organisations are 'fit for purpose' organisations.

**PE15** By 2014, to win at least five medals at the Glasgow Commonwealth Games.

**PE16** By 2019, to have implemented nationally recognised coach accreditation systems for all Sport Northern Ireland funded governing bodies.

**PE17** By 2019, at least 100 Northern Ireland athletes to have attained medal success at the highest level in their sport, including European, World and Olympic/Paralympic level.

**PE18** By 2019, to have accredited at least 700 appropriately qualified, full-time coaches available to meet demand across all aspects of sport and physical recreation.

**PE19** By 2019, to have 45,000 appropriately qualified, part-time and volunteer coaches available to meet demand across all aspects of sport and physical recreation.

**PE20** By 2019, to have secured a world-class system for athlete development consisting of services, facilities and competition, following the hosting of the Olympic and Paralympic Games in London 2012.

## Places

**PL21** **ACHIEVED** - By 2010, to initiate a Northern Ireland certification process that will improve safety management and the fabric of the major stadia in Northern Ireland, to comply with the Safety of Sports Grounds (Northern Ireland) Order (2006) and associated technical guidance.

**PL22** By 2013, and subject to the normal approval processes, to have addressed the need for an operationally viable and commercially sustainable multi-sports stadium for Northern Ireland.

**PL23** By 2014, to have a minimum of 10 new or upgraded facilities that will support Northern Ireland player/athlete development in Olympic and Paralympic sports.

**PL25** By 2019, to ensure that 90% of the population have quality accredited, multi-sports facilities that have the capacity to meet demand, within 20 minutes travel time.

**PL26** By 2019, to ensure that all planning decisions follow Planning Policy Statement 8: Open Space, Sport and Outdoor Recreation in relation to the provision of spaces for sport and physical recreation.

# Notes

Two columns of horizontal lines for taking notes.



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This document is available in other accessible formats on request, and online at [www.sportni.net](http://www.sportni.net)

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