



# sport matters

... a culture of  
lifelong enjoyment  
and success in sport ...



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



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*This Strategy has been subjected to an Integrated Impact Assessment, including equality screening. Copies of the Integrated Impact Assessment and equality screening are available from the Department on request.*





When I became Minister for Culture, Arts and Leisure in July 2009 one of my immediate priorities was to ensure that the excellent work undertaken by my predecessors, Edwin Poots MLA and Gregory Campbell MP MLA, to develop a new Strategy for Sport and Physical Recreation for Northern Ireland was finally brought to fruition. Both my predecessors and I share a deep belief in the importance of sport and a strong desire to place it on a sound footing for the future. This Strategy, 'Sport Matters', is a significant milestone in achieving that aspiration.

'Sport Matters' is an ambitious Strategy. It sets out the case for ongoing and increased investment in sport and physical recreation to deliver a range of sporting outcomes and support the wider social agenda in areas such as education, health, the economy and the development of communities over the period 2009 -2019. It explains how sport in Northern Ireland will be developed over the next ten years and affirms Government commitment to put in place effective structures and mechanisms in support of a Vision of "a culture of lifelong enjoyment and success in sport".

There will be significant challenges in ensuring effective delivery. I believe it is a challenge worth taking as the benefits will be far reaching. As well as being of value in its own right, there is widespread

evidence that increasing participation in sport and physical recreation can contribute to improved health, improved academic performance, reduced crime and socio - economic regeneration of communities. Sport can also assist in bridging community divisions.

I believe there is a clear public passion for and interest in sport across Northern Ireland. We are a small country but we have a big sense of pride in the achievements of our sportsmen and sportswomen. 'Sport Matters' will enhance the development opportunities for those who wish to compete at world class events.

For those individuals who do not choose to participate in sport a sea change is needed. The available evidence suggests that participation rates in Northern Ireland are amongst the lowest in the UK and falling. In 1996/97 the proportion of adults who participated in sport over the previous 12 months was 60% compared to 49% in 2007/08. A key priority of this Strategy is to halt this decline. The themes and targets set out within the Strategy seek an overall increase in participation levels across all ages and all communities. By 2019 Northern Ireland will have developed a range of new, improved and shared sports facilities to a standard comparable with other similar regions of the UK.

The implementation of 'Sport Matters' will require a joined up approach across Government departments, Sport Northern Ireland, governing bodies and other stakeholders. 'Sport Matters' recognises that there is valuable existing investment in sport and physical recreation but this will need to be sustained in parallel with the implementation of the Strategy.

While 'Sport Matters' provides an estimate of the cost of implementation, levels of public funding will be subject to the normal budgetary and business planning processes, including other competing priorities, and the ability of all stakeholders to contribute.

Work has already begun and with the support of all those interested in sport and physical recreation we will meet the challenges and make the most of the opportunity before us.

The successful delivery of 'Sport Matters' will leave a lasting and sustainable legacy for future generations.

**NELSON McCAUSLAND MLA**  
**Minister for the Department of Culture, Arts and Leisure**



Sport Matters – I know it; you know it.

On behalf of Sport Northern Ireland, I am delighted to introduce the new Strategy for Sport and Physical Recreation 2009-2019.

This Strategy has been developed with input from a wide range of stakeholders. The Strategy encompasses the views of over 150 organisations who contributed to the consultation and Strategy development process. I believe that this consultation has strengthened not only the content of the Strategy – the background information, the contexts, the targets – but that it will encourage and enable each of your organisations to embed those same targets within your own development and investment plans over the next ten years.

The Strategy outlines many of the arguments as to 'why' sport is so important. Sport contributes to a plethora of wider social, economic and cultural needs. Sport improves our health and well-being. Sport affords us opportunities within an increasingly cosmopolitan society to come together, celebrate and enjoy shared experiences.

It is an excellent mechanism for increasing social capital and social cohesion.

But beyond that broader value, sport continues to provide us with those inspirational, incomparable and invaluable moments when our teams, our clubs, our counties and our country win, lose and draw. The London 2012 Olympic/Paralympic Games and the 2014 Commonwealth Games in Glasgow provide will provide opportunities for us to bring that opportunity, enjoyment and passion to everyone in Northern Ireland.

In welcoming this Strategy, I particularly endorse the increased prominence given to our sporting volunteers. Thanks to their dedication, our experience of sport and physical recreation is enriched. This Strategy proposes actions which will support, sustain and celebrate the work of those many volunteers. The delivery mechanisms for sport have changed over the last ten years. This Strategy will enable 'sport' to modernise those systems and structures over the next ten years.

The return of a devolved Northern Ireland Assembly in 2007 gave each of us a stronger say in how our future is determined. In the intervening months, sport has benefited from that 'stronger voice'. I am delighted that the Programme for Government 2008-2011 has significantly increased the amount of Government investment in sport and physical recreation. That settlement provides this Strategy with a good start. The challenge remains for all of us to build on the work done thus far and to 'deliver the goods' over the next ten years. We will do that only by looking beyond sectoral interests and working in close partnership, planning together, pooling our resources and sharing our expertise. And there will be challenges. However, I am confident that we will overcome these. Sport Northern Ireland is ready, willing and able to work with you in delivering "a culture of lifelong enjoyment and success in sport."

**DOMINIC WALSH**  
**Chairman,**  
**Sport Northern Ireland**



# GLOSSARY OF TERMS

<b>Child-centred</b>	Contributing to the development needs of the child by providing increasing opportunities to participate in sport and physical activity in variety of structured and unstructured settings. This document follows the definition set out in the Children's (Northern Ireland) Order (1995) of a 'child' as an individual up to 18 years of age.
<b>Deliberate Play</b>	An exploration of physical capacities in various contexts while maximising inherent enjoyment.
<b>Deliberate Practice</b>	Involvement in structured training that is an important factor in the development of expertise with a sport or activity.
<b>Disability</b>	Disability is defined in terms of limiting long standing illness for the purposes of this Strategy.
<b>Fit for purpose</b>	Sport Northern Ireland recognises an organisation to be 'fit for purpose' when it is operating constitutionally, is financially viable and can demonstrate transparent implementation of its policies and procedures.
<b>Full Time Equivalent</b>	This term is used to describe an individual (eg coach) providing services for more than an average 30 hours per week on a paid basis.
<b>Multi Sport</b>	Involvement in a number of sporting activities and/or generic underpinning activities and tactics that can be promoted within and across a range of sports e.g. throwing, kicking, attack, defence.
<b>Older person</b>	This document uses the definition of 'older person' as an individual aged 50 years or older. This definition reflects the current position of the World Health Organisation.
<b>Physical Activity</b>	Involves any bodily movement produced by contraction of the skeletal muscle that subsequently increases energy expenditure. Such activity may not necessarily be recognised as sport or physical recreation.
<b>Physical Literacy (PL)</b>	The ability to use body management, locomotor and object control skills in a competent manner, with the capacity to apply them confidently, through play and practice, in settings which may lead to sustained involvement in sport and physical recreation.
<b>Physical Recreation</b>	Based on the needs of the individual, less goal orientated, less constrained by rules and more spontaneous than sport. May also be considered as sport done in an informal setting by an individual or on a non-competitive basis.
<b>Sport</b>	All forms of physical activity which through casual or organised participation, aim at expressing or improving physical fitness and mental wellbeing, forming social relationships, or obtaining results in competition at all levels.
<b>Talent Identification (TID)</b>	Identification of participants with the potential to become elite performers.
<b>Talent Development Environment (TDE)</b>	Providing athletes with a world class learning environment so that talent can be realised. A world class environment would address coaching, sports science, sports medicine, training and competition programmes.
<b>Talent Selection(TS)</b>	Ongoing process of identifying individuals, at various stages of development, who demonstrate the required levels of performance.
<b>World Class Athlete(s)</b>	Defined as an individual/team who is: <ul style="list-style-type: none"><li>• Ranked in the top 10 in the world, or</li><li>• World Champion, or</li><li>• A world record holder.</li></ul>

# GLOSSARY OF TERMS

<b>World Class Performance System</b>	A world class performance system exhibits, and is underpinned by, the following nine peer-reviewed characteristics:
<b>1.</b>	High levels of physical literacy among children;
<b>2.</b>	Intelligent participation initiatives to build broader and deeper talent pools;
<b>3.</b>	Agreed and consistently implemented protocols for talent identification;
<b>4.</b>	Support for athletes before, during and after training and competition;
<b>5.</b>	Quality and quantity of workforce to provide the required levels of athlete support;
<b>6.</b>	Appropriate training : competition ratios;
<b>7.</b>	Scientific support and research to complement the athlete's development needs;
<b>8.</b>	Integrated policy development, good governance and fit for purpose organisations; and
<b>9.</b>	Financial support.



...this document outlines a broader Government commitment to sport and physical recreation...

'Sport Matters: The Strategy for Sport and Physical Recreation 2009-2019' articulates the Vision expressed and endorsed by respondents during the development of, and consultation on, the Strategy for Sport & Physical Recreation 2008-2018. That Vision is:

**"...a culture of lifelong enjoyment and success in sport..."** (Section 1)

For the first time in Northern Ireland, this document outlines a broader Government commitment to sport and physical recreation – a commitment that extends beyond any single department or organisation and permeates the decision-making and investment processes of the Government of Northern Ireland. This commitment has been formally endorsed by the Northern Ireland Executive and Assembly (Section 3).

This Strategy builds on the successes of the 'Strategy for the Development of Sport, 1997-2005' and proposes a strategy for the development of sport and physical recreation in Northern Ireland up to 2018 – a strategy which will provide a lasting and sustainable legacy for future generations. In so doing, the document identifies 26 high level targets and sets the key strategic priorities for sport and physical recreation over the next ten years and will inform future investment by all stakeholders across the public, private and community/voluntary sectors (Section 4).

The high level targets are structured to reflect the current and anticipated needs of sport and physical recreation as expressed through consultation. These relate to:

- **PARTICIPATION**
- **PERFORMANCE**
- **PLACES**

The Strategy notes that improving the quality, quantity and access to places for sport is a key development input to the two primary development outcomes of increased participation in sport and physical recreation and improved sporting performances. This raises the obvious question "What will success look like in 2019?" In delivering against each of the 26 high level targets, this Strategy will:

- increase the number of children and adults experiencing, enjoying and participating in high quality sporting opportunities;
- enable an increasing number of our most talented athletes to achieve at the highest level in their sport, including European, World, Commonwealth and Olympic/ Paralympic competition; and
- ensure that every person in Northern Ireland has access to a range of new, improved and shared world-class and locally available sports facilities.

#### Implementation

This Strategy – its Vision, Targets and outcomes – belongs to 'sport' in the widest sense, particularly those with responsibility for planning and implementing policies for sport and physical recreation at every level. This ownership is set in the context of clear accountability and publicly demonstrated leadership.

The Minister for Sport in Northern Ireland will have lead responsibility for the implementation and evaluation. The successful delivery of the Strategy will require stakeholders to reflect the Strategy in their business and development plans, and to demonstrate commitment through the deployment of resources to deliver the targets. Sections 5-8 outline how this will be achieved and how much it is likely to cost.

Section 8 notes that the cost of implementation of this ten year Strategy will be in the region of £780m; there are already significant levels of investment in sport and physical recreation from a number of key sectors – central government, district councils, the private, community and voluntary sectors and of course, individuals. This investment notwithstanding, there is a significant shortfall between the amount required to deliver the Vision and that already in the system.

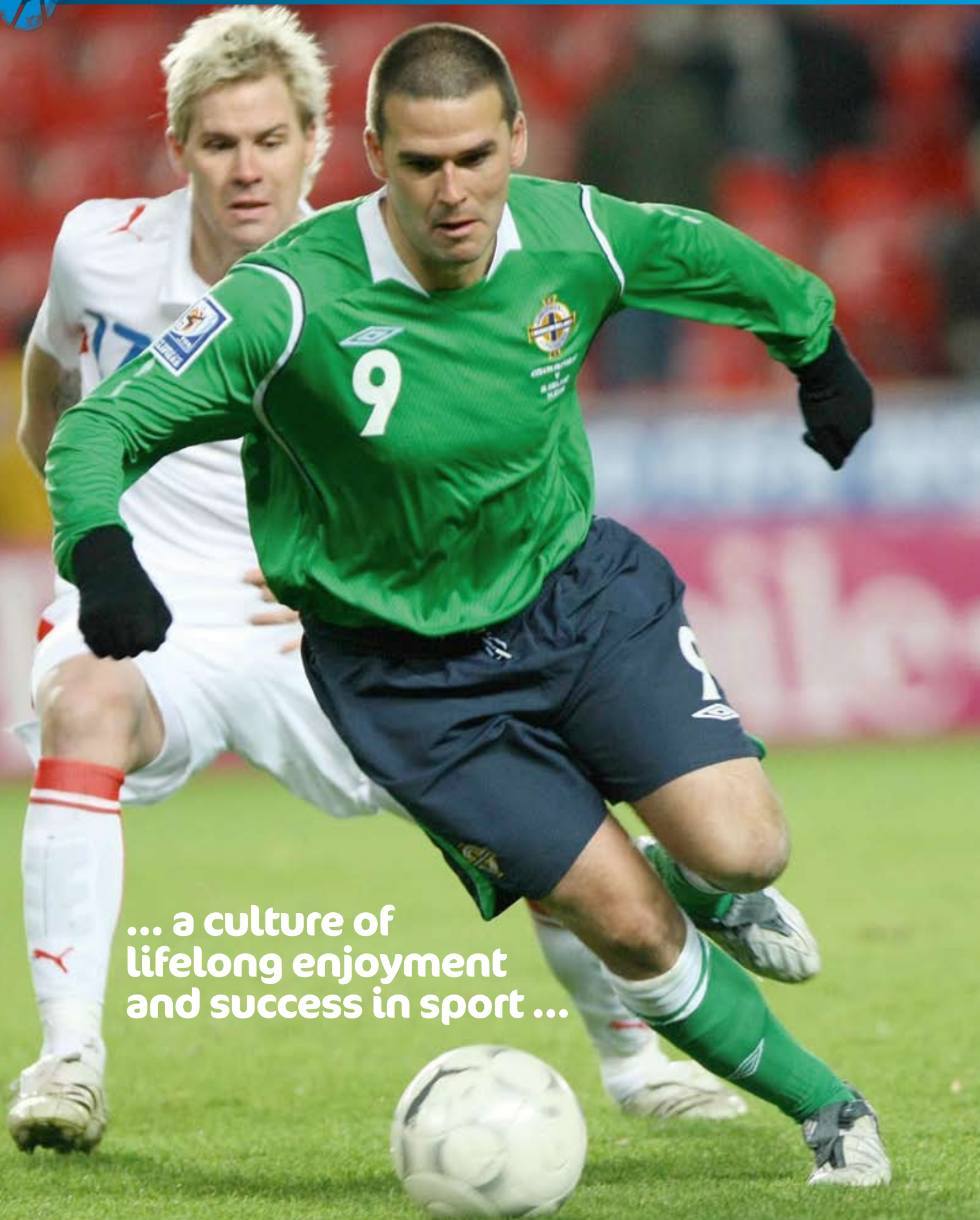
While 'Sport Matters' provides an estimate of the cost of implementation, levels of public funding will be subject to the normal budgetary and business planning processes, including other competing priorities, and the ability of stakeholders to contribute

The settlement for sport and physical recreation in the 2008-2011 Budget goes some way to towards delivering the necessary investment, but there is much work to be done in securing all the resources required, so that the Strategy provides a lasting and sustainable legacy for future generations in Northern Ireland.

**"...a culture of lifelong enjoyment and success in sport..."**



# 01 VISION FOR SPORT AND PHYSICAL RECREATION IN NORTHERN IRELAND



... a culture of lifelong enjoyment and success in sport ...

The consultation process that informed the development of this Strategy affirmed the aspirations of people in Northern Ireland. They want:

- a world class start and lifelong involvement in sport and physical recreation for all people
- world class performances by teams and individuals
- a sustainable sporting and physical recreation culture that contributes to broader Government objectives

These aspirations, reflecting the sporting context in Northern Ireland (Appendix 2), are expressed in the vision:

**“A culture of lifelong enjoyment and success in sport.”**





## 02 VALUES AND PRINCIPLES

...people value the chance to play, compete, spectate and volunteer...



People in Northern Ireland value sport and physical recreation as an important dimension of their culture<sup>11, 55</sup>. Interest in sport and physical recreation spans the entire community. 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<sup>9, 41, 56</sup>. All of these activities offer lifelong enjoyment and fulfilment.

People enjoy sport in a range of settings including the home, schools and colleges, universities, the work place and the community. They also value the opportunities for participation afforded by Northern Ireland's rich and varied natural environment<sup>1</sup>.

Sport provides heroes, heroines and moments of inspiration which are

collectively celebrated<sup>35</sup>. People value the fact that sport and physical recreation can promote important cultural values in society, including honesty, fair play, respect, tolerance and teamwork.

The implementation of this strategy will rely on contributions from a range of individuals and organisations. Effective implementation will be enhanced by adherence to an agreed ethical framework consisting of values and principles.

**Values** – Our beliefs:

- Equity
- Honesty
- Integrity
- Respect

**Principles** – The standards that guide our actions:

- Empowering individuals, groups & communities
- Responding to need
- Partnership working based on consultation and stakeholder buy-in
- Promoting good relations and working towards 'A Shared Future'
- Focussing on outcomes

These values and principles have underpinned the development of this strategy but their importance will become most evident in the development and implementation of actions arising from the strategy.



# 03 GOVERNMENT'S COMMITMENT TO SPORT AND PHYSICAL RECREATION



**...promote the value, importance and priority of sport and physical recreation...**

Through a policy and resource framework, Government commits to taking action that will develop sport and physical recreation in Northern Ireland. By enhancing the impact of sport and physical recreation in society, it will be possible to realise the vision underpinning this Strategy.

While this Strategy is published by DCAL and SNI, its ownership extends within and across Government. Each of the other ten Government Departments including the Department of Education, the Department of Health, Social Services and Public Safety, and the Department of Social Development made significant contributions to various stages of the development process of this Strategy. The Strategy has been formally endorsed by these Departments and their respective Ministers via the Northern Ireland Executive.

Using this framework, and led by the Minister responsible for sport and physical recreation, Government will:

- promote the value, importance and priority of sport and physical recreation

- secure the commitment of, and partnership working across, relevant Government Departments, particularly those responsible for health, education and regeneration, in realising the vision for sport and physical recreation in Northern Ireland

- clarify the roles and secure a commitment to implementation from district councils and other public bodies with responsibility for sport and physical recreation

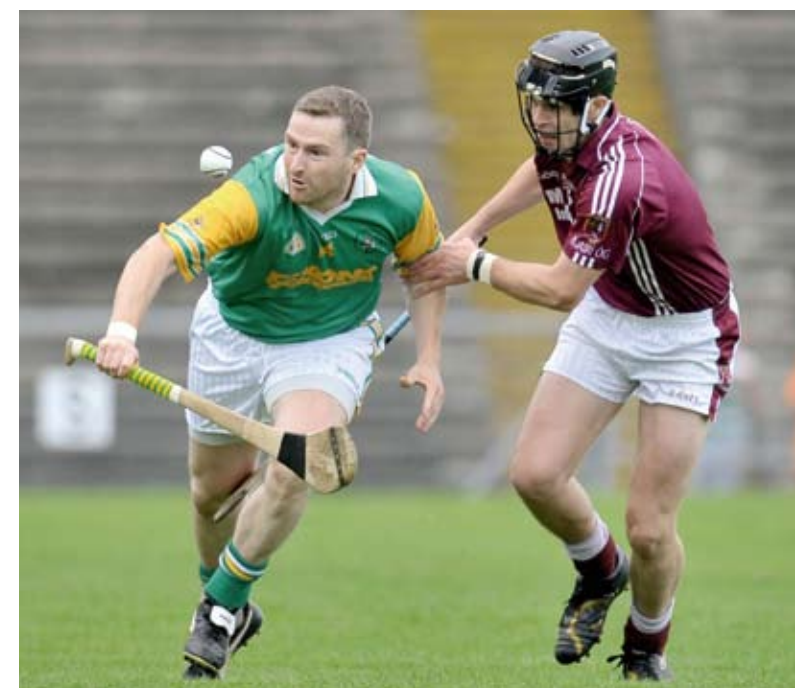
- promote increased participation in sport and physical recreation among under-represented groups

- support governing bodies of sport, sports clubs and local communities

- promote community cohesion through sport and physical recreation in the context of 'A Shared Future'

- maximise the benefits for Northern Ireland from the 2012 Olympic and Paralympic Games in London

- establish world class sports services that enable world class performances by Northern Ireland athletes



- establish Northern Ireland as a world class venue for sporting events
- develop and protect world class facilities and places for playing and watching sport that are accessible to all

To facilitate the delivery of the Strategy, Government commits to:

- working through appropriate regional, national and international implementation structures
- putting in place effective structures and mechanisms in support of the Vision
- pursuing increased, sustained and effective investment in sport and physical recreation by the public and private sectors
- using the Strategy as a reference point for prioritising public funding interventions in sport and physical recreation

To deliver on the above commitments, the Government of Northern Ireland will work through Sport Northern Ireland, as the lead body for the development of sport and physical recreation, and in partnership with a variety of public, private, sporting and community organisations.



## 04 TARGETS FOR SPORT AND PHYSICAL RECREATION

**...the targets for sport and physical recreation will only be met through effective and joined up partnership working...**



In pursuit of the Vision and to deliver on Government's commitments, a series of targets has been identified. These targets take account of the progress made during the period of the last Strategy (1997-2005) and the changing contexts within which sport is developed. Appendix 2 describes these contexts within the following themes:

- Levels of Participation
- Sport and the Community
- Sport in Education
- Performance Sport
- The Strategy for the Development of Sport, 1997-2005

- Sports Facilities
- The Governance of Sport
- The London 2012 Olympic and Paralympic Games
- The Role of District Councils
- The Globalisation of Sport

The breadth and depth of the themes highlighted means that the targets for sport and physical recreation will only be met through effective and joined-up partnership working. Later sections of this document (Section 7: Implementing the Strategy) explore how partnerships will help achieve the vision at a strategic level. In addition, it is essential

that similar principles of joined-up planning and partnership working are replicated within delivery structures. The problems, needs and failures articulated in this Strategy are cross-cutting; the proposed solutions must be equally widely owned. It is evident from the estimated cost of implementing the Strategy (Section 8: Funding for Implementation) that only through genuine and shared ownership of the targets and the pooling of resources, both public and private, will delivery be achievable.



# 04 TARGETS FOR SPORT AND PHYSICAL RECREATION



Some of the targets outlined below reflect the current absence of suitable baselines against which progress can be measured. It has been necessary therefore to identify a number of short-term, 'doing', targets which will address this situation. It is anticipated that these will be updated to reflect a greater outcome focus during the lifecycle of the Strategy. Other targets identify medium-term, 'enabling actions' that will be associated with the successful implementation of the Strategy. Finally,

some of the targets are 'outcome' focussed and their impact will be measured at the end of this Strategy's lifecycle, providing continuity for the next planning cycle. Appendix 7 provides a rationale and measurement source for each of the high level targets.

A robust monitoring and evaluation framework will be required to provide the evidence base that will inform, not only the identification of baselines but also, progress towards the longer-term vision of this Strategy. Only through a

co-ordinated approach to research in sport and physical recreation can the Government of Northern Ireland and the wider community have access to robust and reliable information. A research framework will facilitate consistent approaches to data collection, analysis and evaluation. While research, monitoring and evaluation inform policy and strategy development, their real value lies in ensuring that delivery is responsive to changing needs and environments.

## TARGETS:

### PARTICIPATION

- PA 1.** 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.** By 2010 to have reviewed the 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<sup>29</sup> per week 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 8 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 3 percentage points increase in adult participation rates<sup>24</sup> in sport and physical recreation (from the 2011 baseline)
- PA8.** By 2019 to deliver at least a 6 percentage points increase in women's participation rates in sport and physical recreation (from the 2011 baseline)
- PA9.** By 2019 to deliver at least a 6 percentage points increase in participation rates in sport and physical recreation among socio-economically disadvantaged groups (from the 2011 baseline)
- PA10.** By 2019 to deliver at least a 6 percentage points increase in participation rates in sport and physical recreation among people with a disability (from the 2011 baseline)
- PA11.** By 2019 to deliver at least a 6 percentage points increase in participation in sport and physical recreation among older people (from the 2011 baseline)

### PERFORMANCE

- PE 12.** 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.** By 2010 to win at least five medals at the Delhi Commonwealth Games
- 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 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<sup>35</sup> system for athlete development consisting of services, facilities and competition following the hosting of the Olympic and Paralympic Games in London 2012

### PLACES

- PL 21.** By 2010 to initiate a Northern Ireland certification process that will improve safety management and the fabric of the major stadiums in Northern Ireland, to comply with the Safety of Sports Grounds (Northern Ireland) Order (2006) and associated technical guidance
- PL22.** By 2014, and subject to Executive approval, to have developed major sports stadiums to meet the strategic needs of Football, GAA and Rugby on an operationally viable and commercially sustainable basis in 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
- PL24.** By 2015 to have amended public policy frameworks to protect and promote access to and sustainable use of publicly-owned land in Northern Ireland for sport and physical recreation
- 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







...a cultural shift in how we experience 'sport'...



The Vision, Commitments and Targets of this Strategy require a structure for action planning.

The development of sport and physical recreation in Northern Ireland must take account of recent and significant advances in sports development thinking. The Lifelong Involvement in Sport and Physical Activity (LISPA, Appendix 3) model has been endorsed as a robust framework across the UK, the Irish Republic and beyond.

The main elements of the LISPA model deal with the development of:

- Physical Literacy (PL)
- Lifelong Physical Activity (LLPA)
- Performance Sport (PS)

In order to reflect this structure, the key steps for the success of this Strategy have been grouped by these elements and by the themes of:

- Opportunities – The realisation of the Vision within the Strategy will require the provision of increased opportunities (quality, quantity and accessibility) for all children and adults to participate in sport and physical recreation throughout their life.
- Organisations – The Strategy envisages a cultural shift in how we experience 'sport'. Increasingly there is an expectation that each of us must assume a greater degree of personal responsibility for our health and well-being. This is a long-term aspiration and in the short/medium term, the delivery of the high level targets within this Strategy will require the collective ownership of a range of modern, fit-for-purpose organisations (public, private and community/voluntary) to develop and deliver increased opportunities and improved sporting performances.
- Workforce - The importance of a qualified, competent and available workforce (paid and voluntary) is a key development input to the realisation of the Strategy vision; as noted elsewhere in this Strategy (Appendices 1 & 2), volunteers are a key component in the delivery of sport in Northern Ireland.
- Places – The development of improved quality, quantity and accessibility of places (settings) in which we enjoy and experience sport is a key development input to increased participation and improved sporting performance. 'Places' includes the natural and built environments.

Using this structure, Table 1 (Pages 18-21) details some of the Key Steps that are required.



## TABLE 1: KEY STEPS FOR SUCCESS:

PARTICIPATION			
	PHYSICAL LITERACY	LIFELONG PHYSICAL ACTIVITY	PERFORMANCE SPORT
<b>OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>Promote the understanding of the benefits of play in the context of physical literacy</li> <li>Achieve congruence between CCEA guidance on the revised curriculum and the LTAD model</li> <li>Government to pursue a target for 2 hours physical education and sport per week</li> <li>In consultation with children and young people, provide the opportunity for every child to access two hours extra-curricular sport and physical recreation per week through initiatives such as Extended Schools, Active Schools and community sport programmes</li> <li>Agree a methodology for the measurement of physical literacy among children and establish a baseline</li> <li>Continue to provide opportunities, building on the success of the Curriculum Sports Programme, for our youngest pupils to develop their physical literacy skills</li> <li>Promote opportunities for sport and physical recreation to the sedentary population</li> </ul>	<ul style="list-style-type: none"> <li>Embed sport and physical recreation in community planning processes</li> <li>Provide increased opportunities for under-represented groups and specifically women/girls, people with a disability and older people</li> <li>Promote sport and physical recreation as a primary health improvement tool</li> <li>Promote QUEST (Sports Development)</li> <li>Encourage employers to provide opportunities for active lifestyles</li> <li>Tri-annual large-scale survey into participation levels among adults and children</li> </ul>	<ul style="list-style-type: none"> <li>Agree accepted protocols for talent identification, development and selection</li> <li>Improve knowledge and understanding of support services necessary to develop high performance athletes</li> <li>Broaden talent pool through affirmative action for under-represented groups and specifically women/girls and people with a disability</li> <li>Resource athletes who meet agreed standards to choose full-time status</li> <li>Encourage employers and education establishments to support high performance athletes</li> <li>Develop and implement a strategic approach to the hosting of major international sports events</li> </ul>
	<ul style="list-style-type: none"> <li>Promote the understanding and implementation of Long-Term Athlete Development</li> <li>Promote the 'global' benefits of participating in sport and physical recreation and disseminate good practice</li> </ul>		
<b>ORGANISATIONS</b>	<ul style="list-style-type: none"> <li>Establish 'Active Schools Partnerships' linking health, education and community sport</li> <li>Establish a network of multi skills clubs</li> <li>Establish a network of multi sport clubs</li> </ul>	<ul style="list-style-type: none"> <li>Introduce a new quality accreditation standard for sports clubs</li> <li>Establish school sport and club links</li> <li>Review, strengthen and modernise existing delivery networks including the voluntary, community and statutory sectors</li> <li>Establish systems and structures that enable improved dialogue between key stakeholders delivering the Strategy at a local level</li> <li>Improve the planning, management and delivery capacity of governing bodies and sporting organisations</li> </ul>	<ul style="list-style-type: none"> <li>Deliver world class services through the Sports Institute</li> <li>Review domestic competition structures aimed at achieving high performance</li> <li>Embed a high performance culture within modernised governing bodies and other organisations</li> <li>Increase the depth and breath of media coverage of sport and physical recreation</li> <li>Publicly celebrate sporting successes</li> <li>Advocate and promote ethical sport</li> </ul>
	<ul style="list-style-type: none"> <li>Increase the depth and breadth of media coverage of sport and physical recreation</li> <li>Publicly celebrate sporting successes</li> <li>Advocate and promote ethical sport</li> </ul>		

PARTICIPATION			
	PHYSICAL LITERACY	LIFELONG PHYSICAL ACTIVITY	PERFORMANCE SPORT
<b>WORKFORCE</b>	<ul style="list-style-type: none"> <li>Provide improved playwork training focussed on improving physical literacy</li> <li>As resources are made available ensure that all newly qualified teachers have the necessary training to enhance the delivery of PE in primary school settings</li> <li>Train and resource leaders and coaches working in the community and in schools</li> <li>Resource and support volunteers</li> <li>Improve the effectiveness of the use of the available workforce inc. Adults Supporting Learning (ASLs) with a focus on quality outcomes for learners</li> <li>Improve understanding of talent identification</li> </ul>	<ul style="list-style-type: none"> <li>Resource and deploy a network of Community Sports Coaches</li> <li>Joined-up management and deployment of a sporting workforce that encourages engagement by under-represented groups</li> <li>Provide career development opportunities for the sporting workforce</li> <li>Encourage employers to support volunteering in sport</li> <li>Improve understanding of talent identification and development</li> </ul>	<ul style="list-style-type: none"> <li>Appoint performance coaches and a high performance coach co-ordinator</li> <li>Create opportunities for career progression for high performance support staff</li> <li>Establish a network of full-time club-based coaches</li> <li>Establish a network of sports scientists</li> <li>Improve understanding of talent identification, development and selection</li> <li>Develop and agree an All-Island Coaching Strategy</li> <li>Resource and support identified governing bodies of sport to implement an appropriate coaching framework (UK or Ireland)</li> </ul>
	<ul style="list-style-type: none"> <li>Maximise the potential to use the London 2012 Olympic and Paralympic Games as an opportunity to promote volunteering in sport</li> </ul>		
<b>PLACES</b>	<ul style="list-style-type: none"> <li>Provide quality assured multi sports facilities that deliver programmes for under-represented groups</li> <li>Embed a strategic and co-ordinated approach to the provision of education and district council sports facilities</li> <li>Embed a strategic and co-ordinated approach to the provision of shared spaces for sport and physical recreation that support community integration</li> <li>Government to ensure that the provision of sporting facilities for pupils is integrated into the process</li> </ul>	<ul style="list-style-type: none"> <li>Establish NI's facility needs and focus investment in line with identified priorities</li> <li>Deliver a NI-wide network of accredited inclusive fitness facilities</li> <li>Undertake a mapping study of NI Public Rights of Way</li> <li>Review and update relevant public policy frameworks to enable access to, and sustainable use of, publicly-owned land in NI for sport, physical recreation and activity tourism</li> <li>Ensure that all planning decisions take account of regional and local sports strategies</li> <li>Introduce legislation that promotes high standards of spectator conduct at sporting events</li> <li>Explore the potential for private and public partnerships in developing shared, sustainable facilities</li> <li>Review the current system of rate relief for Community Amateur Sports Clubs in NI</li> </ul>	<ul style="list-style-type: none"> <li>Develop world class facilities for Olympic and Paralympic sports</li> <li>Complete the development of a High Performance Centre to support the Sports Institute</li> <li>Establish quality assured Performance Development Centres</li> <li>Improve safety at sports grounds and fully implement the Safety of Sports Grounds (NI) Order 2006</li> <li>Development of major sports stadiums to meet the strategic needs of Football, GAA and Rugby</li> </ul>
	<ul style="list-style-type: none"> <li>Promote QUEST (Facilities)</li> <li>Promote an improved understanding of Occupiers Liability issues with respect to Northern Ireland's natural environment</li> <li>Promote increased use of facilities through a publicly available database</li> </ul>		



## CASE STUDY

## PARTICIPATION

# Multi Skills Clubs

## COLERAINE AND BALLYMONEY BOROUGH COUNCILS

Since 2004 Sports Development Officers from Coleraine and Ballymoney Borough Councils have worked together to develop the "Causeway Wildcats", a multi skills club for seven to twelve year-olds. The club is based in the councils' two main leisure centres with additional centres in areas of high social need.

During a four year "curriculum", children are able to move through a non

sports-specific programme, on to a multi skills academy and ultimately into a range of local sport-specific junior clubs.

Conforming to the Long-Term Athlete Development model, the Causeway Wildcats format is now being replicated across the nine district council areas in the North Eastern Education and Library Board area, through the work of the North Eastern Sports Development Partnership.



## CASE STUDY

## PARTICIPATION

# Teenage Health

## TRIAx NEIGHBOURHOOD RENEWAL AREA, LONDONDERRY

The TRIAX area in Londonderry experiences many of the problems associated with an area of high social need including low levels of participation in sport and physical activity and poor public health.

Recognising these problems, City Council of Londonderry developed a programme in partnership with the Western Education and Library Board Youth Service and Healthy Living Centres to deliver a broad health education programme targeted at teenage boys and girls.

The six-week programme used physical activity to promote the health and wellbeing of 50 participants. In addition to physical activity, the programme dealt with other health-related issues including healthy cooking and eating, sexual health, drugs and alcohol awareness and oral health.

The programme has now secured additional funding enabling its extension to all teenage youth organisations in the TRIAX Neighbourhood Renewal Area.



## CASE STUDY

## PLACES

# Salto Gymnastics Club

## LISBURN



The original Northern Ireland gymnastics centre of excellence was located on the outskirts of Belfast. The facility catered for 1,200 gymnasts per week, ranging from pre-school children to high performance athletes who have represented Northern Ireland at World Championships and Commonwealth Games such as Zoe Brown and Holly Murdoch.

The new centre in Lisburn will have the potential to double the throughput of gymnasts at all levels and deliver an ambitious coach education

programme. The new facility will be 'state of the art' both in terms of its design and its equipment. Already a number of prestigious teams, including the USA, are scheduled to visit the new centre. It is hoped that the facility will host holding camps prior to the London 2012 Olympic and Paralympic Games.

This is one of the few world class facilities in Northern Ireland. It is an example of what can be achieved for both the community and high performance athletes given appropriate physical and human resources.

## CASE STUDY

## PERFORMANCE

# Squash

## MADLINE PERRY

Following her graduation from Queen's University Belfast in 1998 Madeline decided to make a full-time career in squash. Then ranked 102nd in the world, she has made steady improvement, achieving a position of number six in world rankings in 2006. Madeline reached the semi-finals of the 2008 World Cup Squash Championships facing the world number one and two world champion, Nicol David: an achievement by any standard, but even more so given that during 2007 Madeline was recovering from a life threatening brain injury. In September 2009 Madeline reached the final of the British Open and the Quarter

Finals of the World Open. As a full-time performance athlete Madeline has benefited from financial support from the Sport Northern Ireland Athlete Support Programme, which has helped her to fulfil her competitive commitments on the World Tour.

In addition, Madeline has received a range of support services through the Sports Institute Northern Ireland (SINI), including performance and lifestyle management, strength and conditioning training, performance analysis, and nutrition and physiotherapy, all of which have enabled Madeline to compete successfully against the world's elite players.







**...a world class start and lifelong participation in sport and physical recreation for all people...**

This Strategy aspires to providing:

- a world class start and lifelong involvement in sport and physical recreation for all people
- world class performances by teams and individuals
- a sustainable sporting and physical recreation culture that contributes to broader Government objectives

In light of the context detailed in Appendix 2, the achievement of these aspirations will demand Herculean efforts. It needs to be recognised that overcoming longstanding systemic failures will require time, considerable investment and human resources. Realistically, actions beginning in 2009 require a long-term view and are likely to take until 2019 to realise the Vision of "a culture of lifelong enjoyment and success in sport".

This section seeks to identify what success could look like if the Vision underpinning the Strategy is fully realised. 'Success' will be dependent on marshalling the commitment and resources of all the stakeholders in pursuit of this Vision.



## PARTICIPATION (PHYSICAL LITERACY)

By 2019 every pre-school child in Northern Ireland will experience quality play opportunities either at home and/or through formal play groups.



The link between a sound base in physical literacy skills and the further development of the child's literacy and numeracy skills as s/he enters formal education will be better understood. An increasing number of school children will receive a minimum of two hours physical education during each school week. For children aged eight years and older, this will be complemented by a further two hours of school-based extra-curricular sport and physical recreation for children of all sporting abilities. Having developed a range of transferable (fundamental) skills, schools will encourage the child's introduction to local, quality accredited sports clubs. A network of qualified coaches and teachers working in both clubs and schools will nurture the child's development. These same teachers, coaches and clubs will lay the foundations for lifelong physical activity and identify those with the potential for high performance in sport.

If this vision of a child's experience of sport and physical recreation is to be realised, it will require:

- Every student teacher for the primary phase, to undertake physical literacy training to support their teaching of physical education
- As resources are made available a rolling programme of physical literacy training in place for all primary school teachers
- The establishment of at least 20 School Club Partnerships
- The creation of at least 100 multi skills clubs and deployment of 400 multi skills coaches
- An annual programme of continuous professional development for 45,000 coaches



# 06 WHAT WILL SUCCESS LOOK LIKE?

## CASE STUDY

## PARTICIPATION

### Fundamental Movement Skills (FMS)

The Fundamental Movement Skills (FMS) programme was developed in Western Australia and has been adopted by the five Education and Library Boards for use in Northern Ireland primary schools. The programme aims to develop twenty-two distinct physical skills.

Approximately twenty tutors have trained around four hundred teachers to deliver the programme in schools and the training is now also available through

Northern Ireland's Initial Teacher Education colleges.

In addition to delivering a comprehensive range of physical skills, the FMS programme also offers significant opportunities to link physical education into other areas of the primary curriculum.

The FMS programme will ultimately impact on all primary school aged



children in Northern Ireland, giving them the skills to develop and sustain active lifestyles.

### PARTICIPATION (LIFELONG PHYSICAL ACTIVITY)

By 2019, physically active lifestyles will be the 'norm', regardless of age, gender, disability, ethnic or social background. The value of sport and physical recreation in contributing to improved health and community cohesion will be understood, accepted and supported.

A strengthened network of organisations including governing bodies of sport, sports clubs, community organisations and district councils, will provide a seamless, world class experience of sport for every person. The work of sporting volunteers will be publicly recognised, supported and celebrated. Society will acknowledge sport and physical recreation as key contributors to the development of individuals, communities, organisations and the economy.

If this vision of lifelong involvement in sport and physical recreation is to be realised, it will require:

- Increased opportunities to participate in sport and physical recreation on a regular, frequent and sustained basis in the most disadvantaged areas of Northern Ireland

- More opportunities to maintain active lifestyles among an ageing population
- The appointment of 18 women's Sports Development Officers delivering increased opportunities for women and girls to develop and sustain their involvement in sport and physical recreation
- The appointment of 18 Disability Sports Development Officers delivering increased opportunities for people with a disability to develop and sustain their involvement in sport and physical recreation
- The widespread use of physical recreation as a primary health improvement tool by general practitioners and other medical/health professionals
- Every district council to deliver a quality assured sports and physical recreation development programme with the specific targeting of under-represented groups
- The establishment of 20 School Club Partnerships across Northern Ireland's principal cities and towns
- The identification and accreditation of 1200 quality clubs



- The appointment of Chief Executive Officers and/or Business Managers in at least 10 governing bodies of sport to ensure that these organisations are modernised and 'fit for purpose'
- The appointment of 40 Club Support Officers (through governing bodies and district councils) ensuring effective club development and school-club links
- The training, deployment and management of a network of 300 Community and Multi Sports Coaches to deliver quality club based coaching and talent development programmes
- The public recognition of employers who actively support their workforce to volunteer in sport and physical recreation
- The training, deployment and management of a network of 300 Community and multi sports coaches to deliver quality club based coaching and talent development programmes
- The public recognition of employers who actively support their workforce to volunteer in sport and physical recreation

## CASE STUDY

## PLACES

### Healthy Living and Learning Centre

#### OLD LIBRARY TRUST, LONDONDERRY

The Old Library Trust's Healthy Living and Learning Centre is located in, and serves a number of disadvantaged wards in the Creggan area. The project includes initiatives to attract sedentary people into sport, promote minority sports and involve isolated and marginalised people such as members of the travelling community.

The Centre regularly offers programmes as varied as 'hip hop' and 'elderly dance'. In addition, the involvement of local sports clubs gives residents a wide range of choices for participation in physical recreation. The project incorporates 'best practice' by placing a strong emphasis on quality coaching.

The community partnership model was significant in securing multi-agency funding.





# 06 WHAT WILL SUCCESS LOOK LIKE?

## CASE STUDY

## PARTICIPATION

### Ready, Willing and Able for Sport

#### DISABILITY SPORT NORTHERN IRELAND

Disability Sport Northern Ireland's 'Ready, Willing and Able for Sport' programme has created participation and competition opportunities enabling over 1,500 children and adults with a disability to experience a range of sports, physical activities and inclusive games. These include aerobics, gliding, sailing, water-skiing, cycling, walking, wheelchair basketball, goalball, boccia and new age kurling. The programme has created links with

existing 'mainstream' sports clubs, enabling many of the programme participants to become lifelong sports men and women.

The success of the programme can be further gauged by the emergence of a number of boccia clubs and leagues running throughout Northern Ireland.



In addition, an annual Inclusive Games festival incorporates the sports of goalball, boccia and new age kurling.

## PERFORMANCE

By 2019, high performance athletes in Northern Ireland will be identified at an earlier age, receive world class support services and will be more successful.

If this vision of world class performance sport is to be realised, it will require:

- The modernisation of at least 30 governing bodies of sport and sporting organisations to ensure they are fit for purpose
- Resources that enable at least 100 high performance athletes per annum to commit to a comprehensive training and competition programme
- A Sports Institute delivering world class services
- The employment of 10 full-time equivalent sports scientists to deliver a regional service
- Governing body programmes that identify, develop and select the most talented athletes regardless of age, gender, disability or social background

- Revised competition structures that better support the identification, development and selection of high performance athletes
- The appointment and deployment of a network of 100 full-time equivalent club coaches
- The annual hosting of four major sports events (World, European, Commonwealth) that raise the profile of high performance sport in Northern Ireland
- The creation of a high performance sports network in Northern Ireland including:
  - a High Performance Coaching Co-ordinator
  - 10 High Performance Directors
  - 24 High Performance Coaches



## CASE STUDY

## PERFORMANCE

### Sailing

#### TIFFANY BRIEN

Tiffany Brien, from Holywood, Co. Down, competes in the Laser Radial Boat - the women's single handed Olympic discipline. Since her first representative appearance for Ireland in 2003, Tiffany has risen steadily in the world rankings. Between 2006 to 2008, she improved her world ranking from 283rd to 101st. In 2008 she finished 14th at the Radial Youth European Championships and was selected to represent Ireland at the ISAF Youth World Championships where she finished 12th. During the summer of 2009 Tiffany moved into the senior

class and finished an impressive 3rd in the Silver Fleet at the Laser Radial Female Europeans and 35th in the Gold Fleet at the Worlds Laser Radial Championships.

Tiffany has been in receipt of National Lottery funding from Sport Northern Ireland since March 2007 and has also benefited from specialist sports science and sports medicine services of the Sports Institute Northern Ireland (SINI). Tiffany is an exciting prospect for Irish sailing: she shows great potential for the London 2012 Olympics.





# 06 WHAT WILL SUCCESS LOOK LIKE?

## CASE STUDY

## PERFORMANCE



### Cricket

#### ICC WORLD TROPHY, JULY 2005

In July 2005 the Irish Cricket Union (ICU) hosted the ICC World Trophy event at a variety of cricket venues across Northern Ireland including Bangor, Comber and Downpatrick. This was the highest profile cricket tournament ever to be staged in Northern Ireland with 12 nations taking part in 42 matches at 19 different venues.

The ICU capitalised on the potential offered by the World Trophy and introduced hundreds of children and young people from across Northern Ireland to cricket through coaching sessions facilitated by visiting teams such as Namibia and Canada.

The Irish Cricket team's outstanding performance at the event resulted in their qualification for the Cricket World Cup in the West Indies in 2007 and the opportunity to compete against the best in the world. The momentum was further enhanced when the team hosted its first one-day international against England in June 2006 at Stormont.

## PLACES

By 2019, Northern Ireland will have developed a range of new, improved and shared sports facilities to a standard comparable with other similar regions of the UK. As a result, 90% of children and adults will have access to local 'fit for purpose' sports facilities capable of sustaining early experiences and recreational enjoyment of sport. Athletes aspiring to high performance will have world class training facilities within a 60 minute travel time. There will be a range of facilities capable of hosting major sports events.

Not everyone will wish to achieve in performance sport. Northern Ireland will encourage the development and use of open spaces for a variety of recreational and outdoor pursuits.

If this vision of places for sport is to be realised, it will require:

- The development of major sports stadiums to meet the strategic needs of Football, GAA and Rugby
- The construction of a range of training and competition facilities for Olympic and Paralympic sports including a 50m swimming pool
- The completion of a High Performance Centre that supports the work of the Sports Institute
- A network of 30 accredited inclusive fitness facilities, provided by public and private operators, throughout Northern Ireland
- Public access to and sustainable use of, publicly-owned lands across Northern Ireland for sport, physical recreation and activity tourism
- The mapping of all Public Rights of Way and Permissive Paths throughout Northern Ireland
- The redevelopment of Tollymore Mountain Centre as a National Centre of Excellence for adventurous outdoor activities
- Collaborative and more effective deployment of existing resources for sports facility development within and between education, district councils and local communities to close the 'facilities gap' between Northern Ireland and the rest of the UK
- A planning system that facilitates and protects the provision of spaces for sport and physical recreation



## CASE STUDY

## PLACES

### St Patrick's High School

#### KEADY

The town of Keady has had a shortage of indoor and outdoor sports facilities. The development of a dual-use scheme at Keady High School has gone some way to addressing this deficit.

The facility, which includes a sports hall, fitness suite and flood-lit astro-turf pitch, is regularly used by local schools, sports clubs and individuals. An innovative partnership arrangement between the school and Armagh City and District Council ensures significant use during school hours, in the evenings and at the weekends.

The 'Young Pups' club, based at the facility enables children aged 4-7 years of age to participate in games, sport, craft and art-based activities. Encouraged by the wide range of classes, from circuits to yoga, more than 50% of the facility's regular users are female.





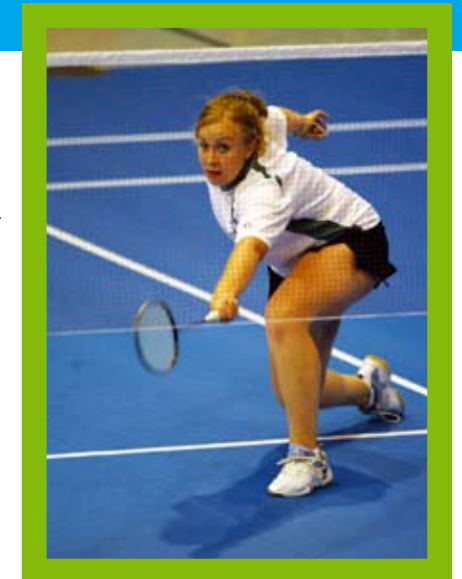


**...the Minister for sport will champion the aspirations of this Strategy...**

The aspirations, vision, targets and key steps set out in this document have resulted from extensive consultation with the public, the sports community, government departments, district councils and other organisations and individuals. The entire document can be traced back to the views expressed during the consultation process. Turning the commitments of Government and the targets of this Strategy into everyday benefits for people in Northern Ireland will be fundamental to realising the vision.

No single individual or organisation can deliver the vision and a genuine partnership approach to implementation will be essential. Various components of the Strategy should be lead and delivered by a number of different partner organisations. Ensuring effective partnership working is a challenging process; it requires organisations to buy-in to high level targets and to invest resources, skills and knowledge. The Minister with responsibility for sport and physical recreation will champion the aspirations of this Strategy across Government through regular engagement with Ministerial colleagues in other Departments and will have lead responsibility for its implementation and evaluation.

It is clear from the experiences of the Strategy for the Development of Sport in Northern Ireland 1997-2005 that successful implementation, particularly in the context of partnership working, depends on effective leadership and clear lines of accountability. This leadership will be provided by a Strategy Monitoring Group and a number of Strategy Implementation Groups which will draw on the experiences of those involved in local delivery.



## STRATEGY MONITORING GROUP (SMG)

The purpose of the Strategy Monitoring Group is to:

- Bring together senior representatives of the Departments, agencies and organisations responsible for sport and recreation, health, education, employment, the natural and built environments and social development
- Agree mechanisms to secure the buy-in and delivery commitment of key partners and stakeholders including those in the community, voluntary and private sectors
- Monitor delivery of the commitments to sport and physical recreation set out within this Strategy
- Approve, monitor and evaluate detailed action plans developed by each Strategic Implementation Group (SIG)
- Commission, or seek to have commissioned, periodic reviews of the Strategy
- Publish periodic progress reports

## STRATEGY IMPLEMENTATION GROUPS (SIG)

The purpose of the three Strategy Implementation Groups (SIGs) is to engage key partners and stakeholders in a process that will:

- Create, publish and advocate detailed action plans
- Underpin and support their detailed action plans with a programme of research
- Gain commitment to implementation through Strategy Agreements

- Secure resources for the long-term
- Monitor and report on achievements

Each of the SIGs will have a broad based membership, reflective of all relevant stakeholder groups required to ensure that the detailed Implementation Plans are appropriate to the targets, inclusive, equitable and financially robust. The SIGs, and any sub-committees/working groups which they may establish, will afford a valuable mechanism to ensure

that all stakeholders embed the targets and priorities of this Strategy within their own development and business-planning processes.

Successful delivery of the Strategy's targets has the potential to result in a sea-change in how sport and physical recreation impact upon the life of every person in Northern Ireland; however change on this scale can only be achieved if it is possible to marshal significant additional financial and human resources.





...sport is a major contributor to the economy of northern ireland...



No organisation will have the capacity to single-handedly meet the cost of delivery; a genuine partnership approach to funding the implementation of the Strategy will be essential. Table 2 summarises existing public investment in sport and physical recreation; allied to the cost of implementation it has been possible to estimate the anticipated resource shortfall over the next ten years facing all stakeholders.

The total additional funding requirement over the next ten years (2009-2019) to deliver the Vision of 'a culture of lifelong enjoyment and success in sport' is estimated to be £134m. The levels of funding (existing and additional) to implement the Strategy will be subject to the normal budgetary processes, economic appraisals and difficult choices about public expenditure priorities.

Investments under 'Participation' and 'Performance' are largely revenue, while investments required under 'Places for Sport' are largely capital. On this basis, the total additional revenue expenditure required over the next ten years is approximately £103m, with a further £31m required for capital improvements.

TABLE 2: ESTIMATED NET RESOURCE SHORTFALL

	PARTICIPATION (PL)	PARTICIPATION (LLPA)	PERFORMANCE SPORT (PS)	PLACES	TOTAL
<b>COST OF IMPLEMENTATION</b>	116.83	135.54	112.23	415.86	780.46
<b>EXISTING INVESTMENT</b>	78.40	91.90	91.65	384.84	646.79
<b>NET 10 YEAR RESOURCE SHORTFALL</b>	<b>38.43</b>	<b>43.64</b>	<b>20.58</b>	<b>31.02</b>	<b>133.67</b>

**Footnote:** All figures quoted in £/m  
 Figures based on Programme for Government 2008-2011 and Investment Strategy for Northern Ireland 2008-2018.  
 Table 3 (Appendix 4) details the existing investment on sport and physical recreation within the wider public.



## DISTRICT COUNCILS

Northern Ireland's district councils are vital to the development and delivery of sport and physical recreation and invest significant resources in the provision of opportunities and facilities<sup>48</sup>. This Strategy focuses on interventions that improve existing, and create new, opportunities for sport and physical recreation; much of the district council investment relates to important baseline provision that is neither detailed nor costed within this Strategy, for example the provision, operation and maintenance of district council leisure facilities.

The Review of Public Administration (RPA) envisages improved efficiency and effectiveness as a result of geographically larger administrative units. Existing budgets, whilst significant, fall short of what will be required to implement this Strategy.

In the future, there will be opportunities to direct capital works budgets at the Strategy targets associated with places for sport.

## CENTRAL GOVERNMENT

A number of Government Departments currently expend significant resources on sport and physical recreation.

With improved co-ordination, these resources could enhance the implementation of this Strategy. However, as is the case with district councils, much of the resource 'already in the system' is required for important, existing services and opportunities. These ongoing and important activities are neither detailed nor costed within this Strategy.

## SPORT NORTHERN IRELAND AND DCAL

In addition to the expenditure within district councils and across central government, Sport Northern Ireland has an annual budget from DCAL and the National Lottery to support the provision of increased participation in sport and improved sporting performances.

## THE COMMUNITY, VOLUNTARY AND PRIVATE SECTORS

As well as public sector investment, the community, voluntary and private sectors contribute substantial financial and human resources to sport and physical recreation.<sup>7, 31, 49</sup> These sectors will also therefore have an important role to play in both driving and supporting the delivery of some aspects of this Strategy.

There is also potential for greater private sector investment on the back of increasing demand (eg in motorsport, for indoor soccer, for fitness clubs).<sup>7</sup> Government has a role in encouraging such investment.

## THE COST OF DOING NOTHING

As detailed elsewhere in this Strategy, sport is a major contributor to the economy of Northern Ireland; failure to implement this Strategy will inhibit the potential for sport to grow this contribution to the economy. By the same token, physical inactivity is a significant resource drain on the economy.

In September 2004, a group of academics<sup>53</sup> linked obesity to a number of environmental factors:

- People are less active than they have been in the past
- They spend more time on sedentary pursuits such as television
- The places where they live have been built to discourage active lifestyles such as walking to school or the shop
- They spend a decreasing amount of active time in school

These environmental factors have led many health and physical activity professionals to refer to the rise in overweight/obesity rates as an 'epidemic' – a word traditionally used to describe the spread of infectious diseases. One consequence of this obesity epidemic has been the increasingly early onset of Type 2 diabetes among children as young as ten years old, with the attendant risk that for the "first time in modern history...a generation of children may not live as long as their parents."<sup>53</sup>

A Department of Health report (July 2006) suggests that the current levels of obesity among UK men (22%) will rise to 33% by 2010 unless action is taken<sup>51</sup>. Data from 2004/05 indicates that in Northern Ireland 24% of young children are overweight or obese<sup>19</sup>.

The House of Commons Health Select Committee report 'Obesity' (10 May 2004) noted that in the UK:

**"We spend £886 per head of population per year in providing what amounts to a national sickness service and we spend £1 per person per year on sports and physical activity which could actually prevent a lot of that sickness."<sup>20</sup>**

The National Audit Office<sup>21</sup> estimated that the direct and indirect cost of obesity to the UK economy was approximately £3bn in 1998; latest projections suggest this figure will have risen to £7bn in 2010 - in Northern Ireland this would equate to an annual figure of £196m.



When the cost of physical inactivity is added to that of obesity, the cost to the Northern Ireland economy in 2010 is likely to exceed £500m<sup>28</sup>.

From a non-monetary perspective, there are many other costs associated with failure to implement this Strategy. These include:

- An increasingly unhealthy population
- Lost opportunities to improve educational achievement among children and young people, especially those who feel marginalised

- Lost opportunities to improve social cohesion and achieve 'A Shared Future'
- A widening of the performance gap between Northern Ireland's athletes and the 'rest of the world'
- A lost opportunity to promote Northern Ireland as a forward-thinking, positive and dynamic region
- Ongoing and increased risk of physical injury to spectators at major sports grounds

It can reasonably be concluded that the annual cost of doing nothing will run into hundreds of millions, while the additional cost of implementing this Strategy is likely to be approximately £13m per annum. Investment in sport and physical recreation must be an integral part of the broader societal changes envisaged by Government and required to deliver healthier lifestyles.





**...these challenges present us all with an opportunity to demonstrate how sport can act as a beacon in Northern Ireland's search for a world class, shared society...**

This Strategy is the result of an extensive process involving a wide-ranging consultation with stakeholders across central and local government, academia and the community and voluntary sectors and a benchmarking exercise against other relevant strategies across the UK and Ireland (Appendix 6).

The Vision articulated within this document is underpinned by

- (i) an explicit statement of Government's commitment to sport and physical recreation, (Section 3) and
- (ii) a number of high-level strategic targets against which the success of the Strategy can be measured (Section 4). The Strategy unpacks the high levels targets and in so doing, identifies the key accountabilities, roles and responsibilities of the Minister for Sport, key Government Departments, Sport Northern Ireland and other key delivery partners.

Section 6 'What will success look like?' brings the Vision to life; it enables the reader to imagine the tangible difference that this Strategy will make to the lives of children, teachers, volunteers, coaches, administrators and high performance athletes over the next ten years.

The Strategy acknowledges the importance of improved physical literacy skills, such as agility, balance and co-ordination, among children and young people in the drive to increase lifelong participation in sport and physical recreation. This will be realised through physical literacy training embedded in Initial Teacher Education, School Club Partnerships and a regional network of properly resourced multi skills clubs.

The perception of Northern Ireland as a society that supports a world class sports culture will be further strengthened by the Sports Institute enabling our most talented athletes to consistently achieve at the highest levels. An ambitious programme of facility development will enable Northern Ireland to maximise the opportunities presented by the London 2012 Olympic and Paralympic Games.

Section 8 'The Cost of Delivery' quantifies the resource implications of full and effective delivery. The Strategy recognises that there is valuable existing investment in sport and physical recreation which must be sustained, and in some cases re-directed, in parallel with the implementation of this Strategy. However, Table 2 clearly demonstrates that there is a need for considerable additional investment in sport and physical recreation over the next ten years. While this document has made a clear case for increased investment, it is recognised that obtaining additional funding, in the region of £13m per annum over each of the next ten years, will be challenging. It can only be achieved with political support and an innovative and determined approach by all stakeholders.

There are challenges associated with joined-up planning and delivery, robust monitoring and evaluation, securing resources and ensuring effective, efficient and equitable allocation of those resources. These challenges present us all with an opportunity to demonstrate how sport can act as a beacon in Northern Ireland's search for a world class, shared society.

There will undoubtedly be those who will question the affordability of this strategy; £780m is a substantial investment by any definition. However, with declining participation rates, rising obesity levels, falling elite performance standards and increased public expectations, the question must be asked:

**can we afford not to act?**



# THE IMPORTANCE OF SPORT AND RECREATION

## WHY DO PEOPLE VALUE SPORT AND PHYSICAL RECREATION?

People in Northern Ireland value sport and physical recreation as an important dimension of their culture,<sup>11,55</sup>. Interest in sport and physical recreation spans the entire community. 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<sup>9,41,56</sup>. All of these activities offer lifelong enjoyment and fulfilment. People enjoy sport and physical recreation in a range of settings including the home, schools and colleges, universities, the work place and the community. They also value the opportunities for participation afforded by Northern Ireland's rich and varied natural environment<sup>1</sup>. Sport and physical recreation provides heroes, heroines and moments of inspiration which we collectively celebrate<sup>35</sup>.

People value the fact that sport and physical recreation can promote important cultural values in society, including honesty, fair play, respect, tolerance and teamwork.

## WIDER IMPORTANCE

In addition to its intrinsic importance, there is a growing awareness of the significant contribution that sport and physical recreation can make to improve society<sup>5,6,7</sup>. This contribution can be made in the following areas:

- Community cohesion
- Public health
- Education and skills
- The economy
- Northern Ireland's image at home and abroad

## COMMUNITY COHESION

Sport and physical recreation can make a significant contribution to local communities and achieving the vision of a "Shared Future", the aim of which is to promote good relations between the people of Northern Ireland<sup>7,16,22,31</sup>.

Moreover, sports volunteers are the single largest group in the voluntary sector in the UK and Ireland<sup>15</sup>. Through volunteering, individuals can develop a range of skills which are transferable into the broader community context<sup>6,14</sup>.

## PUBLIC HEALTH

There is increasing concern in Northern Ireland about public health issues<sup>1,18,19,20,21,28</sup>. Recent data suggests that more than 2000 deaths per annum can be attributed to physical inactivity. In the period 1997-2004, the incidence of overweight or obese boys has increased from 13% to 19% and among girls has risen from 20% to 27%<sup>19</sup>.

Sport and physical recreation, as forms of physical activity, can play a vital role in improving public health. They can, for example, contribute to reductions in incidences of obesity, cardiovascular disease, Type 2 diabetes, colon cancer, osteoporosis, anxiety and stress<sup>24</sup>. The Fit Futures Task Force (2006) recommended that: "Government Departments and agencies should establish a common vision for physical activity and its role in delivering government objectives. This vision should include agreed targets to increase participation in quality physical activity, including sport and leisure, active play and active travel and to improve levels of physical skills among children and young people, and should inform planned strategies and programmes on sport, active travel, physical activity and play."

Finland has succeeded in stemming the rise in obesity/overweight levels through a combination of healthier eating and increased levels of participation in sport and physical recreation. In Finland, 70% of the population attain physical activity levels recommended by the Chief Medical Officers in the UK (at least 30 minutes five times per week), compared to only 32% in the UK<sup>20</sup>.

## EDUCATION AND SKILLS

Government recognises that a high standard of education for all children and young people will build their confidence and enrich their lives<sup>17,33,50</sup>. There is also an acceptance of the need to ensure an effective match between the skill-sets of employees and the requirements of employers<sup>25</sup>.

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<sup>13</sup> and are effective vehicles for re-engaging marginalised young people<sup>17</sup>.

Coach education and sports volunteer support programmes make significant contributions to the skills and competencies available to the community and to employers<sup>26</sup>. Participation in sport and physical recreation equip people with transferable knowledge, understanding, skills and attitudes to enable them to make a positive contribution to society<sup>15</sup>.

## THE ECONOMY

There has been a steady decline in traditional industries, and Government is seeking to ensure Northern Ireland's economic sustainability through a more highly developed service sector<sup>32,36</sup>.

Sport and physical recreation are already net financial contributors to the economy and their economic value is firmly established. The most recent available figures (2006/07) in Northern Ireland show that spending on sport has contributed £452 million per annum to the economy or 2.0% of Gross Domestic Product<sup>31,57</sup>. Sports events alone generated a direct economic benefit of almost £8 million per annum in 2003/04 and 2004/05<sup>38</sup>.

The Northern Ireland Tourist Board's (NITB) growth agenda<sup>37</sup> identifies activity tourism as one of five 'winning themes' which will generate 'competitive advantage for tourism in Northern Ireland'. Indeed, based on 2003 data, NITB estimate that activity tourism contributes c. £30m per annum to the Northern Ireland economy<sup>49</sup>.

The economic value of sport manifests itself both through consumer spending and employment and through the work of the sports volunteer. Within Great Britain, sports volunteering currently has an equivalent economic value of more than £14 billion per annum<sup>31,57</sup>.

There are over 13,700 people employed in sport and physical recreation industries in Northern Ireland<sup>31,57</sup>.

## NORTHERN IRELAND'S IMAGE 'AT HOME AND ABROAD'

Northern Ireland is striving to improve its image at home and abroad following decades of civil and political unrest<sup>36,37</sup>.

Government is using a range of initiatives to improve Northern Ireland's image. All are set in the context of a broader vision for a more sustainable, cohesive and prosperous society which, in turn offers the visitor a world class experience.

Sports events and activity tourism provide numerous opportunities for promoting Northern Ireland as a society that is flourishing and proud of its cultural identity.



# THE CONTEXT FOR DEVELOPING SPORT AND PHYSICAL RECREATION

The Department of Culture, Arts and Leisure (DCAL), in partnership with the Sport Northern Ireland (SNI), has reviewed the context for developing sport and physical recreation in Northern Ireland. As a result of this review, it is possible to identify some recurrent themes.

## THE NATURE OF PARTICIPATION

There is a clear public passion for and interest in sport and physical recreation across Northern Ireland<sup>1</sup>. Recent data indicates that 49% of the population (aged 16 and over) claim some level of participation in sport and physical recreation in the last 12 months<sup>59</sup>. This contrasts with previous data (1999) that put participation at 59% - a decline of 10 percentage points in as many years. This data only measures participation 'at least once in the last 12 months', contrasting with the recommendation of the Chief Medical Officers in the UK that 'all adults should take part in a minimum of 30 minutes moderate intensity physical activity at least five times per week in order to achieve health benefits<sup>24</sup>. The 'Ten Year Strategy for Children and Young People in Northern Ireland 2006-2016' reports that only 36% of children (aged under 16 years) participate in sport/physical activity 3-5 times per week<sup>50</sup>. This figure contrasts with the estimated 1 in 3 young people in Northern Ireland who are overweight/obese<sup>19</sup>.

In addition to the limited level of participation in sport and physical recreation and uncertainty over frequency, there are continuing disparities in participation rates between:

- Men and women<sup>4</sup> – in 2004/05 there was a 13 percentage point gap between the number of men and women participating in sport on a regular basis

- People from higher and lower socio-economic groups<sup>12</sup> – in 2004/05 there was approximately 70% of ABC1 compared to 54% of C2 and 32% of DE participating in sport on a regular basis
- People with and without a disability<sup>30</sup> – in 2004/05 people with a limiting, long-standing illness were less than half as likely to participate in sport compared to the rest of the population (30% cf. 63%)
- Older people (aged 50+ years) and younger people (<50 years) – 2004/05 data suggests that 70% of people under 50 years of age have participated in sport (including walking) at least once in the last 12 months, this drops to 45% for people aged 50-59 and a further drop to 28% for people aged 60 years and over<sup>4,52</sup>

Furthermore increasingly busy lifestyles and the ageing nature of the population suggest that we are less likely to participate in sport and physical recreation<sup>9</sup>.

There is, though, growing acceptance of the need for the early development of a range of basic movement skills including agility, balance and co-ordination (i.e. what some professionals term 'physical literacy') which are important both for lifelong involvement and the pursuit of excellence<sup>29</sup>.

The Northern Ireland Physical Activity Strategy and Action Plan sought to support and encourage health enhancing behaviour, particularly among groups who are least active. Implementation of the Physical Activity Action Plan was co-ordinated by the Northern Ireland Physical Activity Implementation group (NIPAIG) and included actions such as:

- The development and delivery of Public Information Campaigns on the health benefits of physical activity by the Health Promotion Agency for Northern Ireland
- Health and Social Services Boards creating multi-sectoral physical activity partnerships and facilitating the development of local physical activity action plans;
- The establishment of an annual physical activity community grants programme

Despite some successes of the Physical Activity Strategy, there is a clear need for further development of joined-up efforts to promote and support people of all ages to be active.

## SPORT AND THE COMMUNITY

In recent years there has been a growing recognition of the added value that sport and physical recreation can bring to communities<sup>7,26</sup>. Good examples exist of sporting organisations developing their community and increasingly community-centred organisations are delivering many of their objectives through sport and physical recreation<sup>27</sup>. However, opportunities to progress from community programmes to club and governing body-organised activity remain underdeveloped. Community programmes are often dependant on short-term, initiative-driven public sector funding. This erodes the capacity of community based organisations to deliver sustainable outcomes<sup>14</sup>.

Although sport and physical recreation can bridge Northern Ireland's community divisions<sup>16</sup>, the development of sport and physical recreation and their ability to improve communities is hindered by ongoing community tensions.

Yet sport reflects the communities within which it exists and often contributes to the continuation of the traditional patterns of segregation and under-representation.

## PHYSICAL EDUCATION AND SCHOOL SPORT

Northern Ireland has a strong tradition of school sport<sup>10,13</sup>. However, to a great extent, a child's experience of sport continues to be determined by the school he or she attends. In some post-primary schools, an over-emphasis on competition can limit extra-curricular sporting opportunities for those young people who are not sufficiently skilled to play on school teams. In addition, there is research to suggest that this focus on competition has a particularly detrimental impact on girls' experiences of sport in school.

The Northern Ireland Youth Sport Programme has provided some good examples of linking the physical education curriculum, extra-curricular sport and sports clubs<sup>17</sup>. There is a demand for these links to be developed and sustained.

There is a growing body of evidence regarding the contribution that sport and physical recreation can make to raising academic standards and self-esteem in children<sup>50</sup>. Schools in Northern Ireland, as with the rest of the UK, are encouraged to provide pupils with at least two hours of high quality physical education per week. The Fit Futures Task Group notes, however, that 'only about a third of secondary schools were providing the recommended two hours physical education every week'<sup>19</sup>. The Revised Northern Ireland Curriculum presents opportunities for schools to engage in curriculum planning to ensure that children receive sustained, high quality physical education and sport during their time in school.

In a climate of increasing demands on, and expectations of, schools, there is an ongoing debate regarding the role of PE specialists in primary schools and the training of non-PE specialists (both during their initial teacher education and in-service)<sup>1,19</sup>. Schools have increasingly turned to the use of Adults Other Than Teachers (AOTTs) to deliver PE and sport. This, in turn, has raised questions regarding the effective deployment and management of AOTTs in schools. Considerable demand exists for a co-ordinated and integrated approach to the delivery of two hours physical education per week in schools – particularly in the primary sector<sup>11,19</sup>.

The tertiary education sector (further education (FE) and higher education (HE)) provides important opportunities for participation and competition in sport and physical recreation. In addition, the academic and club structures within FE colleges and universities serve as a 'training ground' for the next generation of sports administrators, coaches, sports scientists etc.

## PERFORMANCE SPORT

Notwithstanding the 2008 Olympic and Paralympic Games in Beijing, and a number of other notable successes in recent years, Northern Ireland has a declining record of achievement in major competitions<sup>35</sup>. Prior to the 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 82% of all of medals won by Northern Ireland athletes at Commonwealth Games since 1950<sup>35</sup>. The Northern Ireland team at the Commonwealth Games in Melbourne in 2006 won the lowest number of medals since 1962.

This said, representatives of some of Northern Ireland's larger team sports (eg football, Gaelic Games, rugby and cricket) have achieved considerable success in recent years.

Northern Ireland has a number of sporting heroes and heroines. However, the absence of comprehensive talent identification and development systems and support services has hampered opportunities for success on the international stage. The relative gap between the performance of Northern Ireland's athletes and those from other countries continues to increase<sup>3</sup>.

Dedicated public funding streams for high performance athletes have been available since 1997 but remain at a lower level when compared to other countries. Moreover, the concept of a 'sports institute' has been well-established internationally for many years. Northern Ireland has recently established such an institute.

## THE GOVERNANCE OF SPORT

There are over 100 recognised sporting activities in Northern Ireland, which through 85 SNI-recognised governing bodies and more than 5000 clubs provide opportunities for participation in sport and physical recreation at local and competitive levels<sup>2</sup>. Each of these organisations draws on a pool of highly committed volunteers and can access support from a Northern Ireland wide network of Sports Development Officers. Clubs are, in the main, single sport, have a small membership and are volunteer dependent.

In a climate of social, technological and legislative change, the paid and voluntary sporting workforces face increasing challenges<sup>25</sup>. These include anti-doping, child protection, health and safety, governance and accountability.



These challenges in Northern Ireland are augmented by the complexities posed by the twin axes of governance (North-South and East-West) which result in many of Northern Ireland's sports organisations having to navigate different administrative and competitive structures and requirements.

The growing urbanisation of Northern Ireland is leaving many rural communities feeling increasingly isolated from sporting and physical recreation opportunities and facilities<sup>39</sup>.

Despite myriad support structures provided by local and central government and governing bodies of sport, there is a lack of effective co-ordination and equitable sharing of resources. There is a demand for clearer leadership in order to provide direction, reduce disparities, secure resources and improve co-ordination<sup>1</sup>.

## SPORTS FACILITIES

There is a view that Northern Ireland has some excellent sport and physical recreation facilities, most notably at community level, where district councils are the major facility providers. There is an extensive network of sports facilities within Northern Ireland's education system, although there are issues relating to design, access and condition. In addition, Northern Ireland's natural environment provides many opportunities for a range of sporting and physical recreation activities, but some access issues exist.

'Fields in Trust' (formerly the 'National Playing Fields Association') has developed an updated version of the 'Six Acre Standard' - a benchmark for the provision of outdoor sport and play areas. This standard proposes that there should be four acres for structured outdoor sports and a further two acres for outdoor play/green space for every 1000 head of population. Recent SNI research suggests that, based on the revised standard, Northern Ireland currently achieves 53% of the Six Acre

Standard. However, by making available all existing education facilities, this figure would increase to 81%.

In February 2004, the Planning Service (NI) published Planning Policy Statement 8: Open Spaces, Sport and Outdoor Recreation<sup>54</sup> (PPS8). PPS8 sets out a number of planning policies for the protection of open space, the provision of new areas of open space in association with residential development and the use of land for sport and outdoor recreation. It advises on the treatment of these issues in regional and local development plans and embodies the Government's commitment to sustainable development, the promotion of more active and healthier lifestyles and the conservation of biodiversity.

Facility providers are challenged by rising public expectations, new technical standards, increased maintenance costs and legislative change; however there is limited exchequer and other public funding available for facility development in Northern Ireland.

Many of the major sports facilities in Northern Ireland fall significantly short of modern health and safety requirements<sup>42</sup>. Sport Northern Ireland and the Department of Culture, Arts and Leisure are currently in Year Three of a 10 year investment strategy to help address this matter.

The Safety of Sports Grounds (Northern Ireland) Order 2006 requires the operators of larger sports grounds to obtain a safety certificate from the respective district council which will contain such terms and conditions as the district council considers necessary to secure reasonable safety. This legislation comes fully into operation in 2010.

The first Northern Ireland Sports Facilities Strategy is being prepared. Initial findings indicate that, at both community and high performance levels, Northern Ireland is under-provided for in comparison with other regions in the

UK and Europe. Based on current data, approximately 65% of the population in Northern Ireland live within a 20 minute travel time of an accredited, high quality multi sport facility. The purpose of the Sports Facilities Strategy will be to ensure that future provision meets regional needs more effectively.

## THE STRATEGY FOR THE DEVELOPMENT OF SPORT 1997-2005

The Strategy for the Development of Sport, 1997-2005 was Northern Ireland's first sports strategy. It provided a basis for a number of significant initiatives<sup>1,3</sup> including:

- An innovative Youth Sport programme
- An emerging community sport infrastructure
- The establishment of the Sports Institute
- Increased Government investment in sport

The Strategy for the Development of Sport 1997-2005 laid important foundations, not least of which are the widely accepted development themes:

- Starting Well - to enable as many people as possible, and especially young people, to take up sport
- Staying Involved - to enable as many people as possible to remain lifelong active participants in sport
- Striving for Excellence - to enable all those who wish to improve to reach their optimum level of achievement

However, when consulted as part of the review process (September 2005), key decision makers suggested that the first Strategy had limited impact in some organisations, partly due to ambiguity about ownership and responsibility for implementation of the Strategy. Consequently, the anticipated joined-up approach to implementation was not fully realised.

## THE LONDON 2012 OLYMPIC AND PARALYMPIC GAMES

It is the ambition of Government that the Olympic and Paralympic Games in London will offer considerable sporting opportunities for other UK regions, including Northern Ireland, in terms of athlete participation, feeder events, facility provision and long-term legacy.

Northern Ireland is planning to contribute to the 2012 Games and has developed a plan<sup>43</sup> to maximise the opportunities presented. This plan acknowledges that Northern Ireland is starting from a much lower base than many regions of the UK and beyond, particularly in relation to current levels of human and financial resources, built infrastructure and performance sport. DCAL is establishing structures to ensure that Northern Ireland can contribute effectively to the Games and has instructed SNI to take lead responsibility for the sports aspects of this preparation. This will involve actions under the following themes:

- Talent identification and Athlete Development
- Increasing participation in sport among children
- Olympic and Paralympic related events
- Training and Holding Camps
- High Performance Facilities for Olympic and Paralympic sports

A programme aimed at overcoming Northern Ireland's world class sports facilities deficit, in Olympic and Paralympic sports, has already been initiated in the run up to 2012.

## THE ROLE OF DISTRICT COUNCILS IN THE DELIVERY OF SPORT AND PHYSICAL RECREATION

In March 2007, the then Minister for the Environment, Mrs Arlene Foster MLA, announced that the Review of Public Administration in Northern Ireland will result in a reduction in the number of district councils from 26 to 11 by 2011. In addition to changes to the number of district councils, each district council will have revised powers and responsibilities.

It is anticipated that these will include a new responsibility for the community planning process and a new 'power of well-being'. Other statutory and public bodies will be required to work with district councils in developing and delivering community plans. Councils will be encouraged to develop inclusive partnership arrangements with the statutory, community, voluntary and private sectors. It is envisaged that the community planning process will provide the opportunity to 'promote good relations, address poverty and environmental issues, and develop normal civic society'<sup>44</sup>.

The Review of Public Administration will have implications for the myriad relationships that deliver sport and physical recreation in Northern Ireland. District councils will continue to have a responsibility for the provision of recreational facilities within their own areas, under the Recreation and Youth Services (Northern Ireland) Order 1986.

With the re-organisation of local government and the retention of Sport Northern Ireland there is an expectation of closer working in relation to community based sport and physical recreation.

## THE GLOBALISATION OF SPORT

Sport increasingly operates on a global stage. In an age of global media (print, broadcast and internet) and accessible foreign travel, people in Northern Ireland are exposed to world class sports structures, systems, facilities and competition from around the world.

Sporting migration is one dimension of globalisation<sup>45</sup>. This has been apparent in some sports in Northern Ireland for a number of years. For example gymnastics, rugby, ice-hockey, table-tennis and cricket have attracted athletes, coaches and administrators from countries including India, Sri Lanka, Romania, China, South Africa, New Zealand, Australia and the USA.

This exposure serves to raise people's expectation of what constitutes 'world class'. It is no longer considered sufficient for Northern Ireland sport - athletes, facilities or structures - to be adequate or simply 'good enough'. People demand, and have the right to expect, world class systems for starting, staying and succeeding in sport. Indeed, the Long-Term Athlete Development model (Appendix 3) which underpins much of the development of sport in Northern Ireland, emerged from Canada.

Sporting organisations in Northern Ireland operate within diverse administrative structures. In addition to Northern Ireland 'stand-alone' sports and those which operate on a UK basis, some sports exist in an all-island context. Consequently issues such as governance, anti-doping, representation and development must be addressed in the context of two different jurisdictions.



# THE 'LIFELONG INVOLVEMENT IN SPORT AND PHYSICAL ACTIVITY' (LISPA) MODEL

Following the consultation process that informed the development of this Strategy, Sport Northern Ireland and the Irish Sports Council undertook to develop an agreed conceptual framework which would encompass and demonstrate the inter-relatedness of:

- Physical literacy,
- World class athlete development and
- Lifelong involvement in sport and physical activity.

The resultant Lifelong Involvement in Sport and Physical Activity (LISPA) framework has 'evolved' from the Long-Term Athlete Development (LTAD) model, promoted by Dr Istvan Balyi (University of Victoria, Canada) and refined by the then Sports Council for Northern Ireland in 2005. The LISPA framework has been developed collaboratively by Sport Northern Ireland, the Irish Sports Council and Coaching Ireland to ensure a co-ordinated and integrated all-island approach to the development of a world class sporting system. In addition SNI has worked closely with relevant UK organisations, including sportscoach UK and the other Home Country Sports Councils (through the Home Countries Physical Literacy Forum) to ensure a consistent approach is adopted across the UK.

The LISPA Framework is a structured, progressive and research-inspired framework for sports development and it is these qualities which have led to the model becoming the preferred development framework for a significant number of sports development agencies in the British Isles and beyond. These agencies include sports councils,

regional partnerships, educational institutions, national governing bodies and sports clubs. This widespread common approach enables a previously unrealised degree of congruence in sports development policy and practice and ultimately offers the prospect of higher levels of participation and sporting success.

The LISPA Framework provides a suitable policy framework within which it is possible to address the development needs of all individuals including elite performers and those who wish to engage in lifelong sport and physical activity. The fluidity implied within the LISPA Framework recognises that during the course of their life, an individual may follow a number of different routes.

The LISPA Framework is based on a significant body of research in sport and child development, offering important insights into the ways people develop, learn and grow. The various stages of the model are used to indicate the kinds of experiences which individuals should be exposed to at certain stages of their development – experiences which have been designed to offer optimum opportunities for them to fulfil their sporting ambitions in their chosen area.

One of the basic tenets of the concept is that those who have experienced properly-designed and delivered physical literacy programmes will be equipped with the knowledge, understanding, skills and attitudes necessary for them to make informed choices regarding participation/recreation or performance/excellence routes in one or more sports.





## FINANCIAL OVERVIEW

Section 8: 'Resourcing the Strategy' identifies the additional funding that will be required to deliver the Vision. In identifying the net resource shortfall, the authors have considered the total funding requirements and deducted resources (financial) already in the public sector.

Table 3 summarises the existing investments made through:

- District councils
- Government departments (including DHSSPS, DE, DSD, DARD, DEL & DETI)
- The Northern Ireland Events Company
- Sport Northern Ireland
- Ringfenced capital expenditure

### EXISTING DISTRICT COUNCIL INVESTMENT

An analysis of district council expenditure on 'Recreation, Sport, Culture and Heritage' suggests that collectively, Northern Ireland's 26 district councils expend £135m per annum on sport and physical recreation<sup>48</sup>. Further research however suggests that this may be profiled as follows:

- £120m towards important baseline provision, for example leisure centres, water sports centres, country parks etc.
- £8.5m per annum on sports development focussed activities (including salaries and programme costs). Discussions with a number of district councils suggests that this expenditure can be profiled across the themes of the strategy as:

- Physical Literacy – 40%
- Lifelong Physical Activity – 50%
- Performance Sport – 10%
- £6.8m on minor capital works associated with the provision of sport and physical recreation opportunities.

As a result of this profiling, Table 3 includes the £8.5m per annum on development activities and the £6.8m on minor capital works as resources 'in the system' that may be available for strategic investment. However, Table 3 excludes the £120m spent on important baseline provision for the reasons previously detailed.

It is imperative that district councils are encouraged, supported and enabled to retain existing, and develop new, resource streams within 'sport and physical recreation' budget lines. As illustrated in Table 3, district councils are not only key providers of sport and physical recreation, they are also strategic influencers and enablers. The period of this Strategy is likely to see considerable change on the structure, nature and operation of district councils in Northern Ireland (e.g. re-organisations of local government units, introduction of community planning functions and waste management responsibilities); the success of this Strategy is predicated on a strong, vibrant and dynamic sport and physical recreation in any new district council environment.

### CENTRAL GOVERNMENT

Table 3 reflects the significant resources currently expended on sport and physical recreation by a number of Government departments including:

- Health, Social Services and Public Safety
- Education
- Social Development
- Environment
- Agriculture and Rural Development
- Employment and Learning
- Enterprise, Trade and Investment

With improved co-ordination, these resources could enhance the implementation of this Strategy. However, as is the case with district councils, much of the resource 'already in the system' is required for important, existing services and opportunities. These ongoing and important activities are neither detailed nor costed within this Strategy.

### SPORT NORTHERN IRELAND AND DCAL

Sport Northern Ireland, DCAL and a number of other organisations (including the Strategic Investment Board) have submitted or are preparing various business cases for capital developments associated with:

- Major sports stadium development (£126m)
- The provision of high performance sports facilities (£53m)
- Safety at Sports Grounds (£23m)
- Tollymore Mountain Centre (£5m)

The figures in brackets indicate the anticipated cost of the provision and in the case of Safety at Sports Grounds, Tollymore Mountain Centre and the High Performance Centre, the funding approved by Government. Table 3 assumes that these business cases are given final approval and the necessary budgets made available.

Budgets to meet the strategic stadium needs of Football, GAA and Rugby will require Executive approval.

TABLE 3: EXISTING INVESTMENT

	PARTICIPATION (PL)	PARTICIPATION (LLPA)	PERFORMANCE (PS)	PLACES FOR SPORT	TOTAL	NOTES
DISTRICT COUNCILS	34.00	42.50	8.50	68.00	153.00	(i)
DCAL	4.08	4.08	7.54	112.65	141.36	(ii)
SNI	39.32	39.32	75.11	203.74	344.43	(iii)
DEPT OF HEALTH, SOCIAL SERVICES AND PUBLIC SAFETY	1.00	4.50	0.00	0.00	5.50	(iv)
OTHER GOVT DEPTS.	0.00	1.50	0.50	0.50	2.50	(v)
<b>TOTAL</b>	<b>78.40</b>	<b>91.90</b>	<b>91.65</b>	<b>384.84</b>	<b>646.79</b>	

Notes:

- (i) Figures are based on NI Audit Office 2003/04 information on pro-rata **sports development** expenditure across 26 district councils
- (ii) Includes indicative funding, subject to Executive approval, for major stadium development
- (iii) Includes SNI exchequer and National Lottery budgets and confirmed funding for Safety At Sports Grounds, the redevelopment of Tollymore Mountain Centre and the provision of a range of training and competition facilities for Olympic/Paralympic sports
- (iv) DHSSPS Physical Activity Grants programme
- (v) Figures based on responses to Parliamentary Questions in the period 2000-2007

Table 3 suggests an existing expenditure of £64.7m per annum (based on £647m over ten year period 2008-2018) within the public sector. It must be noted that these figures are based on:

- Historical data for 2004/05 and 2005/06
- Confirmed funding through the Programme for Government 2008-2011 and the Investment Strategy for Northern Ireland 2008, and

Estimates from within the public sector. The £647m has not been adjusted for inflation. The total of £647m existing investment can be analysed by resource and capital spend. On this basis, total revenue expenditure over the next ten years is likely to be £262m, while capital expenditure is £385m (at today's prices).

Table 4 outlines the indicative cost of the three key themes ('Participation', 'Performance' & 'Places') over the lifecycle of the Strategy. It will be the responsibility of the SMG and SIGs to develop more detailed implementation plans and to propose roles and responsibilities.

TABLE 4: COST OF IMPLEMENTATION

	PARTICIPATION (PL)	PARTICIPATION (LLPA)	PERFORMANCE (PS)	PLACES	TOTAL
<b>TOTAL</b>	<b>116.8</b>	<b>135.5</b>	<b>112.2</b>	<b>415.9</b>	<b>780.5</b>

All figures quoted in £/m



## OVERVIEW OF THE CONSULTATION PROCESS

The development of 'Sport Matters – The Strategy for the Sport and Physical Recreation in Northern Ireland 2009-2019' has been an ongoing, iterative and evidence-based process.

The development of the Strategy occurred during a period of significant change within Northern Ireland's social, political and economic history. In recent years, a process which was initiated and overseen by a quick succession of direct

rule Ministers, has been completed by Northern Ireland's first devolved Minister for Sport. The same period has witnessed change, upheaval and uncertainty within the broader public sector environment, not least the Review of Public Administration – this has added to the complexity of the long term planning process.

In October 2007, the then Minister for Sport, Mr Edwin Poots MLA, launched

the statutory consultation process on the draft Strategy for Sport and Physical Recreation 2007-2017. The statutory consultation process was accompanied by a series of value-adding, facilitated engagements with stakeholders in sport, health and education.

Stakeholder group	Participants	Date/Venue
Community and voluntary sector	Various representatives from community and voluntary sectors and the (Community) Sports Development Network (60 organisations represented)	November 2007, Kells
Local government	Society of Local Authority Chief Executives (SOLACE) Chief Leisure Officers Association (CLOA) (5 local authorities represented)	November 2007, Ballymena
Governing bodies of sport (administrators)	Northern Ireland Sports Forum (26 organisations represented)	November 2007, Lisburn
Performance sport	Sports Institute Northern Ireland Ulster Council GAA Ulster Branch IRFU (24 participants)	November 2007, Jordanstown
Government departments	Dept of Health Dept of Education Dept of Employment and Learning Dept of Finance and Personnel	January 2008, Belfast
Children and young people	Belfast Youth Forum (8 participants)	March 2008, Belfast

Details of all participants and the output from each of these meetings is available via the DCAL website ([www.dcalni.gov.uk](http://www.dcalni.gov.uk)).

The statutory consultation process closed on 9th January 2008. 78 organisations submitted formal, written responses to the draft Strategy. Copies of each response are available to view on the DCAL website ([www.dcalni.gov.uk](http://www.dcalni.gov.uk)).

Appendix 6 lists the organisations and individuals who contributed to the development of this Strategy.

## ORGANISATIONS/INDIVIDUALS INVOLVED TO THE STRATEGY CONSULTATION(S)

### ORGANISATION RESPONDING TO CONSULTATION PROCESS

2 & 4 Wheel Motorsport	GAA (Ulster Council)	Sligo Sport & Recreation Partnership
Age Concern	Health Promotion Agency	Society of Local Authority Chief Executives
Antrim Borough Council	Horse Sport Ireland	Southern Area Health Promotion Dept
Armagh City and District Council	Ilex Ltd	Southern Sports Partnership
Ballymena Borough Council	Interboard PE and Sports Panel	Special Olympics Ulster
Ballymoney Borough Council	Irish Bowling Association	Sport Lisburn
Banbridge District Council	Irish Football Association	Sport North East
Basketball NI	IRFU (Ulster Branch)	Sport South East
BELB	Irish Hockey Association (Ulster Branch)	Sports Institute Northern Ireland
Belfast Boys Brigade	Junior Golf Ireland	sportscoachUK
Belfast Youth Forum	Knight Kavanagh & Page	St Catherine's College, Armagh
Belfast City Council	Lagan Valley Orienteers	St Mary's University College
Big Lottery Fund	Landscape Institute	Strabane District Council
British Horse Society	Larne Borough Council	Stranmillis University College
Brownlow Campus Sports Trust	Left Field Sports Consultancy	Suffolk Lenadon Interface Group
Canoe Association NI	Limavady BC	Sustrans
Carrickfergus BC	Lisburn City Council	Taekwondo Association NI
Castlereagh Borough Council	LORAG	The National Trust
Chief Leisure Officers Association	Mountaineering Council of Ireland	Triathlon Ulster
Clarendon Development Association	Netball NI	U3A Foyle
Coleraine Borough Council	Newtownabbey Borough Council	Ulster Angling Federation
Co-Operation Ireland	Ards Borough Council	Ulster Gliding Club Ltd
Copius Consulting	NI Archery Society	Ulster Region Swim Ireland
Countryside Access & Activities Network	NI Commonwealth Games Council	Ulster Women's Hockey Union
Craigavon Borough Council	NI Judo Federation	University of Edinburgh
Culture, Arts & Leisure Committee	NI Orienteering Association	University of Ulster
Department of Education	NI Schoolboys Football Association	Volunteer Development Agency
Department of Health, Social Services and Public Safety	NICCY	Waringstown Cricket Club
City Council of Londonderry	North Belfast Play Forum	WELB
Derry Healthy Cities	North Belfast Sports Forum	Youth Justice Agency
Disability Action	North Down Borough Council	Youth Sport Trust
Disability Sport Northern Ireland	North Down Sports Advisory Council	
Down District Council	NI Olympic Wrestling Association	
Equality Commission	Northern Ireland Sports Forum	
experian.com	NSPCC	
Face Inclusion Matters	Omagh District Council	
Fermanagh DC	Playboard	
Greater Shankill Partnership	Portadown 2000	
Greater Village Reg Trust	Royal Yachting Association	
GAA (Antrim County Board)	SELB	
	SkillsActive	



## TARGETS: RATIONALE AND MEASUREMENT

REF	BASELINE	BACKGROUND/RATIONALE	MEASUREMENT	FUTURE DATA AVAILABILITY
PA1	At present, there is no agreed research framework for measuring participation rates that is cognisant of the recommendations of the Chief Medical Officers in the UK.	The Chief Medical Officers in the UK recommend that "all adults should take part in a minimum of 30 minutes moderate intensity physical activity at least 5 times per week.	By the review and amendment of new and existing surveys in Northern Ireland aimed at measuring adult participation in sport and physical recreation.	
PA2	The current baseline for the economic impact of sport in Northern Ireland, based on 2004 figures, is as follows: <ul style="list-style-type: none"> <li>£446m was spend by consumers on sports related goods and services</li> <li>Sport-related activity added £452m to the Northern Ireland economy, corresponding to almost 2% of total value added in the region</li> <li>13,700 people are employed in sport-related employment, corresponding to 1.9% of total employment in the region.</li> </ul>	This target is aimed at contributing to evidence base for the value of sport in Northern Ireland by estimating the economic importance of sport as well establishing its direct economic contribution.	By the commission of a series of economic impact studies (conducted on behalf of SNI and DCAL)	2013 and 2017
PA3	No baseline currently exists for the number of children of compulsory school age participating in a minimum of two hours quality physical education.	The purpose of this target is to quantify the amount of time spent by schoolchildren in high quality physical education classes in Northern Ireland.	By the commission of Children's Physical Education and Sport Survey (conducted on behalf of SNI, DCAL and others)	Repeat surveys as appropriate

REF	BASELINE	BACKGROUND/RATIONALE	MEASUREMENT	FUTURE DATA AVAILABILITY
PA4	Recent data indicates that only 29% of the population (aged 16 or over) claim some level of participation in sport and physical recreation in the last week.	The reasoning behind this target is that participation has declined over the last 10 years and efforts must now be made to halt the decline by 2011 and then drive up participation levels by 2019. The current baseline of 29% contrasts with the recommendation of the Chief Medical Officers in the UK that "all adults should take part in a minimum of 30 minutes moderate intensity physical activity at least 5 times per week. However, it is the best proxy measure available at present.	By the Continuous Household Survey (conducted by NISRA) By the commission of a bespoke Large-scale Adult Sports Participation Survey (conducted on behalf of SNI, DCAL and others)	Annually Repeat surveys as appropriate.
PA5	No baseline currently exists for the number of people in Northern Ireland in membership of at least one sports clubs. However, two existing survey's, namely Young Peoples' Behaviour and Attitudes Survey and the Continuous Household Survey, have recently been reviewed and amended to provide data on club membership	Clubs are a major way of enabling more people to take part in sport. By the constancy, diversity and generally local nature they provide a way for people to have a life long involvement and participation in sport and physical recreation. Clubs offer both the community and personal quality of life benefits that this Strategy intends to provide. Once a baseline is established, achieving the increase will be challenging, but viable, target.	By the Continuous Household Survey (conducted by NISRA), By the Young Peoples' Behaviour and Attitudes Survey (conducted by NISRA) By the commission of Children's Physical Education and Sport survey (conducted on behalf of SNI, DCAL and others)	Annually 2007, 2010 & 2013 Repeat surveys as appropriate
PA6	No baseline currently exists for the number of opportunities for children over 8 years to participate in at least two hours of extra-curricular sport and physical recreation.	The purpose of this target is to quantify the extent of opportunity that exists for children aged 8 years and over, to take part in two hours of extra curricular sport and physical recreation per week.	By the Young Peoples' Behaviour and Attitudes Survey (conducted by NISRA) By the commission of Children's Physical Education and Sport survey (conducted on behalf of SNI, DCAL and others)	2010 and 2013 Repeat surveys as appropriate



REF	BASELINE	BACKGROUND/RATIONALE	MEASUREMENT	FUTURE DATA AVAILABILITY
PA7	Recent data indicates that only 29% of the population (aged 16 or over) claim some level of participation in sport and physical recreation in the last week.	The reasoning behind this target is that participation has been in a steady state of decline over the last 10 years and efforts must now be made to avert the decline by 2011 and then drive up participation levels by 2019. The current baseline of 29% contrasts with the recommendation of the Chief Medical Officers in the UK that "all adults should take part in a minimum of 30 minutes moderate intensity physical activity at least 5 times per week. However, it is the best proxy measure available at present.	By the Continuous Household Survey (conducted by NISRA) By the commission of a bespoke Large-scale Adult Sports Participation Survey (conducted on behalf of SNI, DCAL and others)	Annually Repeat surveys as appropriate.
PA8	Recent data indicates that only 25% of the women (aged 16 and over) claim some level of participation in sport and physical recreation in the last week.	From the evidence, it is clear that female adult participation rates are lower than male adult participation rates. In 2005/06, 36% of males participated in the last week compared with 25% of females. This target of a 6 percentage point increase in female participation in sport and physical recreation has been set to take account of this disparity.	By the Continuous Household Survey (conducted by NISRA) By the commission of a bespoke Large-scale Adult Sports Participation Survey (conducted on behalf of SNI, DCAL and others)	Annually Repeat surveys as appropriate.
PA9	Recent data indicates that only 20% of the population (aged 16 or over) from socio-economic groups D and E claim some level of participation in sport and physical recreation in the last week.	This challenging, but viable, target has been set to take reduce the current disparity in participation in sport and physical recreation that exists between socio-economically disadvantaged groups (20%) and the general population (29%).	By the Continuous Household Survey (conducted by NISRA) By the commission of a bespoke Large-scale Adult Sports Participation Survey (conducted on behalf of SNI, DCAL and others)	Annually Repeat surveys as appropriate.
PA10	Recent data indicates that only 13% of the population (aged 16 or over) with a disability claim some level of participation in sport and physical recreation in the last week.	This target employs limiting longstanding illness as a proxy for disability. Participation rates for disabled people are around half of the adult population as a whole: in 2005/06 13% of disabled adults participated in the last week compared 29% for the adult population as a whole.	By the Continuous Household Survey (conducted by NISRA) By the commission of a bespoke Large-scale Adult Sports Participation Survey (conducted on behalf of SNI, DCAL and others)	Annually Repeat surveys as appropriate.

REF	BASELINE	BACKGROUND/RATIONALE	MEASUREMENT	FUTURE DATA AVAILABILITY
PA11	Recent data indicates that only 18% of older people (aged 50 or over) claim some level of participation in sport and physical recreation in the last week.	Participation rates in sport and physical recreation among older people (aged 50 or over) are lower (18%) compared to the general population (29%). This challenging, but viable, target has been set to reduce the current disparity.	By the Continuous Household Survey (conducted by NISRA) By the commission of a bespoke Large-scale Adult Sports Participation Survey (conducted on behalf of SNI, DCAL and others)	Annually Repeat surveys as appropriate.
PE12	The Sports Institute Northern Ireland (SINI) currently (2008/09) supports 97 Northern Ireland's elite athletes per annum to achieve or exceed 70% of their agreed annual performance targets.	The aim of this target is to ensure SINI provides an environment which nurtures elite athletes and coaches, and provide them with top class facilities, services and expertise allowing them to reach the optimum level of performance. Over the lifetime of this Strategy, SINI will seek to raise the standard of performance targets agreed with athletes and coaches.	Sport Northern Ireland will monitor this target annually in collaboration with SINI..	Annually
PE13	Two silver medals were won from a team of 62 in the Melbourne Commonwealth Games 2006.	In 2007, SNI carried out a review of the preparation and performances of the Northern Ireland Commonwealth Games Council Team in the Melbourne Commonwealth Games 2006. The review concluded that the NICGC team failed to 'punch its weight' in terms of medal winning success for the resources at its disposal. This target has been set to ensure that the challenge of better medal success is visible for all to see.	By the commission of a Delhi 2010 Commonwealth Games Review (conducted on behalf of SNI) Sport Northern Ireland and the Northern Ireland Commonwealth Games Council will monitor this target in collaboration with governing bodies providing an annual report.	2011 Annually
PE14	Recent data (2007/08) indicates that 24% of SNI-funded governing bodies of sport are 'fit for purpose'	As part of a drive to improve governance standards in sport and increase performance standards, this target has been set to ensure governing bodies of sport, with the support of SNI, are modernised and 'fit for purpose'.	Sport Northern Ireland will monitor this target in collaboration with governing bodies providing an annual report	Annually



REF	BASELINE	BACKGROUND/RATIONALE	MEASUREMENT	FUTURE DATA AVAILABILITY
PE15	Baseline will be established following Delhi Commonwealth Games 2010.	As above	By the commission of a Glasgow 2014 Commonwealth Games Review (conducted on behalf of SNI) Sport Northern Ireland will monitor this target in collaboration with governing bodies providing an annual report.	2015 Annually
PE16	55% of SNI-funded governing bodies of sport in Northern Ireland are currently (2008/09) implementing nationally recognised coach accreditation systems	The role out of the UK Coaching Certificate (UKCC) and the National Coaching Development Programme (NCDP) is phased and governing bodies of sport in Northern Ireland require support and resources implement either. This target has been set to ensure that coaching qualifications of all governing bodies are aligned to either the NCDP or UKCC.	Sport Northern Ireland will monitor this target annually in collaboration with governing bodies, Coaching Ireland and sportscoach UK.	Annually
PE17	A review and analysis of governing body annual performance returns for 2006/07 confirmed that 22 Northern Ireland athletes attained medal success at European, World and Olympic/ Paralympic competitions.	Every Northern Ireland athlete should have the opportunity to aspire to the highest standard of participation that they desire. This target has been set to challenge athletes, coaches, governing bodies of sport and others within the athlete development system to 'step up' and deliver medal success on the world stage.	Sport Northern Ireland will monitor this target in collaboration with governing bodies providing an annual report.	Annually
PE18	No baseline currently exists for appropriately qualified FTE coaches available to meet the demand across all aspects of sport and physical recreation.	Skilled and active coaches have a central role to play in delivering many of the targets within this Strategy. Coaches are a key development input to increase participation and improve sporting performances. This target has been developed to ensure that Northern Ireland has enough full-time, quality coaches to create and sustain viable pathways into participation and performance.	By the commission of a Northern Ireland Coaching Workforce Survey (conducted on behalf of SNI and DCAL)	2009 Repeat surveys as appropriate

REF	BASELINE	BACKGROUND/RATIONALE	MEASUREMENT	FUTURE DATA AVAILABILITY
PE19	No baseline currently exists for the number of appropriately qualified part time and volunteer coaches available to meet the demand across all aspects of sport and physical recreation.	Skilled and active coaches have a central role to play in delivering many of the targets within this Strategy. Coaches are a key development input to increase participation and improve sporting performances. This target has been developed to ensure that Northern Ireland has enough full-time, part-time and volunteer coaches to create and sustain viable	By the commission of a Northern Ireland Coaching Workforce Survey in collaboration with Skillsactive, Coaching Ireland and sportscoach UK (conducted on behalf of SNI and DCAL)	2009 Repeat surveys as appropriate
PE20	In 2007 Sport Northern Ireland commissioned a review of the performance of the Northern Ireland Commonwealth Games team in Melbourne 2006 Commonwealth Games. The review noted that Northern Ireland failed to 'punch its weight' in terms of resources at its disposal.	The delivery of a world class system for athlete development comprises nine 'resource' pillars - see Glossary for more information. The targets within this Strategy will seek to deliver against each of these resource pillars. However, the world class system results from the successful integration of each of the pillars and it is that integration which SNI will seek to measure to determine if this Strategy has delivered a world class system.	By the commission of an impact evaluation relating to the integration of the nine resource pillars (conducted on behalf of SNI and DCAL)	2019
PL21	Northern Ireland does not currently have a safety certification process for sports stadiums.	For some years Northern Ireland has been the only region of the UK that did not have a safety certification regime for stadiums. This has resulted in low safety standards at major venues. Northern Ireland is the only area of the UK where attendances at soccer fixtures is in decline compared to an 87% increase throughout the UK.	District councils will set/ agree safe capacities for certified stadiums on an annual basis. These targets will be monitored and reported annually by District Councils to the Safe Sports Grounds Overseeing Body, SNI and DCAL.	2009/10
PL22	The existing major Football, GAA and Rugby stadiums in Northern Ireland are generally in a poor condition and lack the facilities expected at a modern venue.	The purpose of this target is to deliver world class stadia that can meet the requirements of the respective Governing Bodies, to host international and larger domestic fixtures and attract prestigious events to Northern Ireland. The stadiums should also provide a revenue source for grass roots participation.	By the commission of an impact evaluation (conducted on behalf of DCAL)	The impact of the stadiums will be evaluated within 5 years of the operational date.



REF	BASELINE	BACKGROUND/RATIONALE	MEASUREMENT	FUTURE DATA AVAILABILITY
PL23	At present there are a limited number of sporting facilities that possess the necessary technical and operational specifications to meet the needs of elite athletes competing in Olympic, Paralympic and other sports.	The purpose of the target is to address some of the infrastructure deficit, which has contributed to the underdevelopment of sport in Northern Ireland. When completed these world class sporting facilities will increase the standards of performance of elite athletes and also increase levels of sustained participation in sport in Northern Ireland.	SNI will monitor this target in collaboration with governing bodies of sport and successful applicants to the Elite Facilities Programme. By the commission of an impact evaluation (conducted on behalf of SNI and DCAL)	Annually from project completion.
PL24	At present there is no legislation or policies that protect or promote access to publicly owned land.	The purpose of this target is to ensure access and sustainable use of publicly owned land for sport and recreational activities.	By the commission of an impact evaluation (conducted on behalf of SNI, DCAL and others)	2013
PL25	Recent data indicates that 65% of the Northern Ireland population have access to a quality accredited facility within 20 minutes travel time from where they live, work or study.	The purpose of this target is to quantify the percentage of Northern Ireland's population accessing quality accredited sport and recreation facilities.	By a bi-annual audit of Northern Ireland's sports facilities and a subsequent travel-time analysis. (conducted by SNI)	Annual data available from 2008.
PL26	No baseline currently exists	The purpose of this target is to ensure that all future planning decisions recognise the need for spaces for sport and outdoor recreation.	By commission of a periodic review of planning applications against PPS8. (Conducted on behalf of SNI, DCAL and others).	Initially 2011/12 and thereafter as required.

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