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# Corporate Plan 2015-2020

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**isport**  
Northern Ireland

Enjoy • Engage • Excel



“Pushing boundaries and being flexible and innovative is our main approach.”

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# Forewords

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This Corporate Plan covers the period 2015-2020 and shows how Sport Northern Ireland will contribute to developing a sporting culture which fosters not only successful athletes, but also a lifelong enjoyment of sport amongst our people. This vision is at the core of 'Sport Matters', the Strategy for Sport and Physical Recreation 2009-2019, and remains central to how the development of sport should be taken forward in forthcoming years.

My Department's primary objective is to promote equality and tackle poverty and social exclusion through the power of culture, arts and leisure. Sport can provide very significant positive impacts in this area. Investment of public resources targeted at key priority areas will bring about lasting and meaningful change to as many of our people as possible, in particular those who are most disadvantaged, women and people with a disability. Participation in sport has many potential benefits for our people, not least in terms of health and well-being and in particular mental health. I also want to see the north of Ireland continuing to produce winners and being able to compete at the highest level. This Corporate Plan clearly articulates how this can be achieved and the structures that need to be in place from grassroots level.

Focus will also remain on bringing people together as part of the Executive's 'Together: Building a United Community' Strategy. Sport, with its potential to unite people in activities in pursuit of shared goals, will play a vital role in achieving objectives in this area.”

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Cuimsíonn an Plean Corparáideach seo an tréimhse 2015-2020 agus léiríonn mar a chuirfidh Sport NI le forbairt cultúr spóirt a chothóidh, ní amháin lúthchleasaithe rathúla, ach taitneamh fadsaoil i measc an phobail s'againn ar an spóirt. Is í an fhís seo atá ag croí-lár 'Sport Matters', Straitéis Spóirt agus Fóillíocht Fhisiciúil 2009-2019, agus atá lánach i gcónaí maidir leis an dóigh ar cheart forbairt an spóirt a chur chun cinn sna blianta atá amach romhainn.

Is é is príomhaidhm don Roinn s'agam, an comhionannas a chur chun cinn agus dul i ngleic leis an bhochtaineacht agus leis an eisiámh sóisialta trí chumhacht an chultúir, na n-ealaíon agus na fóillíochta. Is féidir tionchar dearfach an-suntasach a bheith ag an spóirt sa réimse seo. Trí infheistíocht acmhainní poiblí a dhírú ar eochair-réimsí tosaíochta, beifear in ann athrú buan bríoch a dhéanamh dá oiread den phobal s'againn agus is féidir, go háirithe na daoine sin is mó atá faoi mhíbhuntáiste, mná agus daoine atá faoi mhíchumas. Tá go leor buntáistí féideartha don phobal s'againn ag baint le rannpháirtíocht sa spóirt, ní amháin i dtaca le sláinte agus folláine agus go háirithe i dtaca le sláinte mheabhrach. Ba mhaith liom leanúint fosta de bheith ag cothú buaiteoirí anseo i dtuaisceart na hÉireann agus muid a bheith in ann dul san iomaíocht ag an leibhéal is airde. Tá leagtha amach go soiléir sa Phlean Chorporáideach seo mar is féidir linn é seo a bhaint amach agus na struchtúir a bhfuil gá leo ó leibhéal an phobail aníos.

Coinneofar fócas ar dhaoine a thabhairt le chéile mar chuid de straitéis an Fheidhmeannais 'Le Chéile: Pobal Comhaontaithe a Thógáil'. Beidh ról croí-lárnach ag an spóirt, sa mhéid is gur féidir daoine a thabhairt le chéile trí ghníomhaíochtaí spóirt agus iad ag iarraidh spriocanna comhchoiteanna a bhaint amach, maidir le réadú na gcuspóirí sa réimse seo.”



**Carál Ní Chuilín MLA**  
Minister of Culture, Arts and Leisure

**Carál Ní Chuilín MLA**  
An tAire Cultúir, Ealaíon agus Fóillíochta

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I am delighted to present Sport Northern Ireland's Corporate Plan for 2015-2020. This document sets out our key priorities for action over the next five years, which will in turn contribute to wider government objectives and high level targets within Sports Matters: The Northern Ireland Strategy for Sport and Physical Recreation, 2009-2019.

A new Vision, Mission Statement and Strategic Objectives for Sport Northern Ireland have been agreed, providing a high degree of strategic focus and direction for us as a leading public body for sport in Northern Ireland.

We are currently in the midst of extremely difficult economic times and have had to reduce spending and find savings, while at the same time continuing to provide high quality services to an increasingly expectant sporting community. This presents a significant challenge. We know that it will require informed planning, strategic and targeted investment, meaningful partnerships, and difficult decisions to achieve our vision, mission and strategic objectives.

Sport is central to everything we aim to achieve, whether this is through increased participation, athlete performance and enhanced facilities, or a better equipped sporting workforce. We are also committed to our wider social responsibilities including the promotion of equality, along with tackling poverty and social exclusion as a key priority in this Corporate Plan period.

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

Our Corporate Plan demonstrates our commitment to striving for excellence at all levels of sport, and maps out how we intend to use our limited resources in order to maximise the positive impact of sport. It is about the positive difference we will make to sport in Northern Ireland by 2020 and the benefits people will experience as the Plan is realised. It clearly articulates how our expertise and investment will be devoted to growing and sustaining an excellent sporting system at all levels.”



**Brian Henning**  
Chair  
Sport Northern Ireland

# Our Purpose

Sport Northern Ireland is a leading public body for the development of sport in Northern Ireland, and an Arm's Length Body of the Department of Culture, Arts and Leisure (DCAL).

Our Vision is:

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

This Vision is supported by the following Mission Statement and Strategic Objectives:

Mission Statement:

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



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

This Corporate Plan 2015-2020, (agreed by the Minister for Culture, Arts and Leisure) summarises our contribution to delivering on the targets and key steps within Sport Matters: The Northern Ireland Strategy for Sport and Physical Recreation 2009-2019. It also includes our plans for investing Exchequer and National Lottery funds.

It reinforces our commitment to ensuring that sport and physical recreation is for everyone, regardless of age, gender, race, disability, marital status, sexual orientation, dependency, religious belief or community background. Along with our partner organisations, we are moving forward to contribute to a shared and equal future for everyone in Northern Ireland.

Sport Northern Ireland remains clear that the values and cultures of an organisation drives its commitment to excellence and our values and principles set out our commitment to providing people in Northern Ireland

with world class sporting experiences. In consultation with our partners and staff, we have developed a Values and Principles Framework that will guide how we work to achieve our Corporate Vision, Mission and Strategic Objectives:

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



## Our Strategic Context



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

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

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

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

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

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

<sup>1</sup> Sport Matters: The Northern Ireland Strategy for Sport and Physical Recreation 2009-2019. The Strategy was reviewed by DCAL during 2015.

<sup>2</sup> Northern Ireland Programme for Government 2011-2015, Building A Better Future.

# Our Strategic Context (continued...)

## Lifelong Involvement in Sport and Physical Activity (LISPA) Model

The LISPA model (see Figure 1), which was collaboratively developed by Sport Northern Ireland and the Irish Sports Council in 2009, continues to provide a conceptual framework for 'action planning' for sport with Northern Ireland.

LISPA is a participant centred model for sports development planning; as a conceptual framework, it has been widely endorsed throughout the UK, Ireland and beyond. The LISPA model provides a policy framework within which it is possible to address the development needs of all individuals - in communities, in sports clubs and at the highest levels of sport. The fluidity implied within the model recognises the interconnectedness and inter-relatedness of grassroots participation and high performance but also mirrors the complexity of experience that each of us is likely to experience in our life-course.

The LISPA model has been 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 may be used to indicate the kinds of experience that individuals should be exposed to at certain stages of their development - experiences that are designed to maximise opportunities for them to fulfil their sporting ambitions in their chosen area.



## Sport Policy Factors Leading to international Sporting Success (SPLISS) Research 2012<sup>3</sup>

Over the last few years national sports organisations and governments throughout the world have committed increasing amounts of money to sport, in an attempt to have an effective sports development system. As nations have competed to achieve international success, their sport development systems have become increasingly similar and more than ever focus on a single integrated sports development model, commonly referred to as the SPLISS Model (see Figure 2).

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

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

Figure 1: Lifelong Enjoyment in Sport and Physical Activity (LISPA) Framework

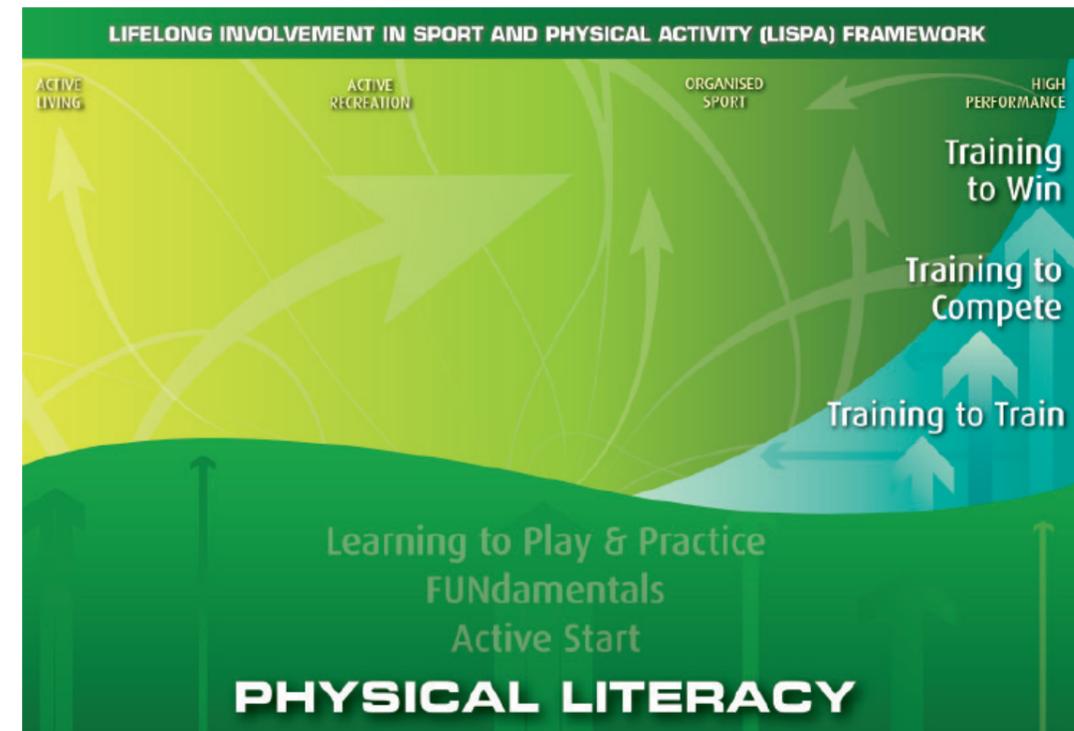
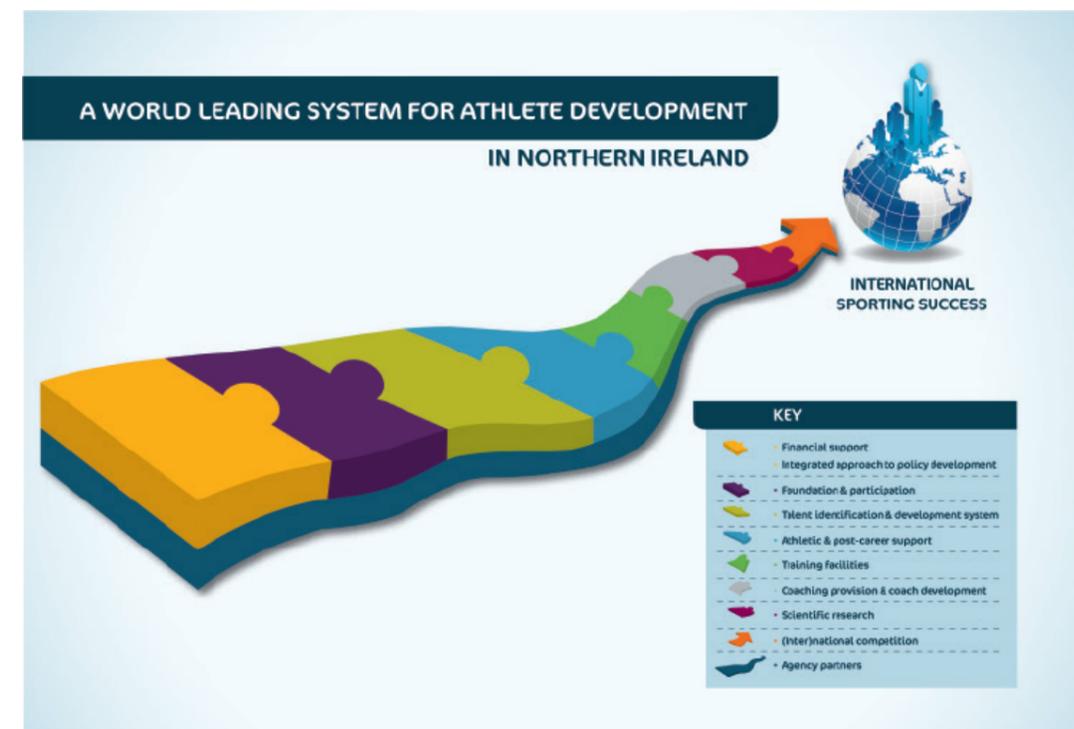


Figure 2: Sport Policy Factors Leading to International Sporting Success



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

## Our Strategic Context (continued...)

Sport Northern Ireland is using the evidence and road map provided through the SPLISS assessment to guide and inform this Corporate Plan. In so doing, we are making a clear commitment to striving for excellence at all levels in sport so that children and older people for example, participating in sport have the best quality, sporting experience, that young men and women showing sporting talent have a clear pathway to developing that talent and barriers are removed and that our best athletes are given the best chance to succeed at the highest level in their sports. We will support communities, clubs and governing bodies of sport to achieve these.

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

### Responding to Partners' Views

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

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



# Realising our Strategic Objectives

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

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



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

<sup>4</sup> Sport Northern Ireland has defined areas of greatest need as Neighbourhood Renewal Areas or the 25% most deprived Super Output Areas using the Northern Ireland Multiple Deprivation Measure 2010.  
<sup>5</sup> In this context, the Sporting Workforce refers to coaches, officials, and leaders [voluntary and paid] actively involved in the development and delivery of sport in Northern Ireland.  
<sup>6</sup> Culturally significant sports included Association Football, Gaelic Games, Rugby, Cricket, Motorsports, Mountaineering, Orienteering and Golf.

Figure 3 outlines our Integrated Delivery Model for the period 2015-2020.

The Model illustrates our role in leading and connecting our strategic objectives and Priorities for Action with the following pivotal components that are required to grow and sustain an effective sporting system in Northern Ireland:

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

Figure 3: An Integrated Delivery Model



## Our Outcomes

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

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

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

### About this Plan

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

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



**“We strive to promote equality, tackle poverty and social exclusion in and through sport.”**





SPORTING COMMUNITIES

**“To increase and support the number of people adopting and sustaining a sporting lifestyle.”**

SPORTING CLUBS

**“To enable more people to develop and reach their sporting goals through a structured environment.”**

SPORTING WINNERS

**“To help more Northern Ireland athletes win at the highest level.”**

This document is available  
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on request, and online at  
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