



The Irish Sports Council Statement of Strategy 2012-2014

The Irish Sports Council plans, leads and co-ordinates
the sustainable development of competitive and
recreational sport in Ireland.

**THE
IRISH SPORTS
COUNCIL**



AN CHOMHAIRLE SPÓIRT

The Irish Sports Council Statement of Strategy

Under Section 25 of the Irish Sports Council Act, 1999 the Council is required to prepare a three-year strategy statement for the period 2012- 2014 for presentation to the Minister for Transport, Tourism & Sport by December 21, 2011.

The Board of the Irish Sports Council has considered the main strategic issues facing it in that period. It is satisfied with the parameters of the current strategy and the business plans of each operational unit. The Council wishes to prioritise the following key areas of the Council's activities during the next strategy period:

- Advancing the Participation Strategy
- Developing the capacity of the National Governing Body sector
- Sustaining the High Performance System

Clearly the Irish Sports Council will be operating in a different public resource environment during this time. The Council will need to plan for reductions in finance rather than, as in the past, seeking additional resources from Government. The Council's preference would be that all expenditure on the promotion of sport / physical activity/health would be coordinated within the Department of Transport, Tourism & Sport. In addition there is the added imperative of maximizing the interface between sporting events, tourism and the respective business & employment potential.

In the current economic climate, difficult investment decisions will have to be made. The Council will continue to support those organisations that are delivering the best returns on public investment. It will seek to incentivise those sports bodies that show innovation in adapting to the changed circumstances. The Council understands that it is important that the basis of any such decision is clearly understood and is transparent.

Notwithstanding the difficult economic circumstances, this strategy will be framed in the knowledge that sport in Ireland has made enormous improvements in recent years. This is evident through huge levels of sport and physical leisure activities recorded in every community in the country and numerous world-class performances across many sports.

As a policy item, sport is now more important than ever, both nationally and internationally, on the basis of its economic impact, creation of social capital and contribution to the population.

Advancing the Participation Strategy

Participation in Sport & Physical Activity

Sport has a significant role to play in raising the levels of physical activity within the population and, in turn, makes a major contribution to the health of the population. The promotion of sport is therefore paramount.

Increasing rates of participation in sport and physical activity requires multi-sectoral efforts involving agencies from education, transport, environment, health and sporting bodies' at national and local level and across private and voluntary groups. The Council, since its establishment, has been active in generating support from all these sectors both directly and through the agency of its national networks of Sports Partnerships.

Within sport the Council works with 65 National Governing Bodies of Sport, Coaching Ireland, Sport Northern Ireland and other agencies on the participation agenda. The work of the National Governing Bodies of Sport is vitally important in improving and sustaining participation at a multiplicity of levels.

The Council is committed to ongoing efforts to build a national collective effort, within and beyond sport, aimed at increasing participation in physical activity. That said, the focus of operations will be on those interventions over which the Council, as a small agency with resource constraints, has direct control and influence.

National Network of Local Sports Partnerships

The Council developed the Local Sports Partnerships (LSPs) to address specific gaps in the sports sector.

The LSPs mandate is to create a sustainable structure for all Irish people to become involved in sport at a level of their choosing, regardless of their ability, gender or background. The national network of LSPs was established to reflect current local government structures. The collaborative relationships with County and City Councils are vital in advancing the participation agenda in local communities. The network of LSPs will reflect whatever new local government structures are put in place.

86.3% of respondents recognised the importance of ISC relationship as excellent/very good

The LSP network delivers a wide range of programmes, including coaching education and training for a host of target groups including people with a disability, women and girls, older people, those experiencing social exclusion, the unemployed and those in designated disadvantaged communities. They offer, on a very cost effective basis, services that had not previously been provided on such a comprehensive basis and would not be undertaken by other agencies or organisations due primarily to resource constraints.

The network as a whole generates 50% of its own operational funding. In 2010, over 139,000 people contacted LSPs looking for information on getting involved in sport and physical activity in their local area. Over 135,000 individuals took part in projects organised locally by LSPs.

The Council is committed to the national network of Local Sports Partnerships. Although a relatively recent addition to the sports infrastructure, in the 9 years of operation all the evidence produced to date demonstrates that the LSPs have become a singular success. It is a strategic priority of the Council to ensure the LSP network is sustained and continues to thrive and expand the range of sport & recreational activities made available in their local communities.

The Council will prepare a general guide on policy and programme priorities for the Local Sports Partnerships which will include assistance on existing programmes such as the Sports Inclusion Disability programme, direction on new initiatives such as Link2BActive and advice with mass participation events, such as An Post Cycle Series, which have proven so successful in many areas. In any guide that is developed the Council will continue to follow the principle that the LSPs understand best what is required in their local areas. On this basis they can generate the best results and greatest impact from the available resources. The Council's role is to advise, assist and monitor progression.

Women in Sport

Many studies have shown that women and girls are considerably less likely to be involved in sport and physical activity than boys and men. In 2005, the Council launched the "Women in Sport" initiative to address the issue. The initiative linked closely with the overall Council objective of increasing participation, and used the existing delivery mechanisms, namely the National Governing Bodies of Sport and LSPs.

In 2010, the Council commissioned an independent review of the programme and the findings of the report were both positive and encouraging. The review concluded that the Council's Women in Sport initiative had led to an increase in participation by this group and had also led to an increase in the profile of women's sport within the National Governing Bodies (NGBs) themselves. The review highlighted successful programmes that had emerged when NGBs and LSPs linked together to promote the initiative, for example the Fit 4 Life running leagues. This model has been identified as one which is extremely effective in increasing female participation and on a highly cost efficient basis.

However, the report made some recommendations that will impact on the future shape of the programme and, in particular, the level of funding that will be made available. The Council will make changes to the Women in Sport programme which will be based on the findings of the review.

Some of the key findings of the report include the following:

- Use is made of mass participation events (i.e. mini marathons) to raise the profile and actuality of women's participation.
- Partnership is a particular feature of successful, LSP led, local work. Agencies such as health service executives (HSEs) and vocational educational committees (VECs) have contributed to initiating, extending and sustaining projects.
- Few NGBs have really invested in marketing processes. Some branded schemes (e.g. fit 4 life) do have potential to provide a backbone for successful campaigns.

National Trails Office / Recreational Trails Programme

Walking and cycling are two of the largest participation sports undertaken by Irish residents. The Irish Sports Council, through its operational unit the National Trails Office, seeks to increase participation rates in these sports and operates a specific programme to support the development and maintenance of walking, cycling and other recreational trails in Ireland.

This programme is national in focus, promotes standards for all trails in the State, maintaining a national trails database, providing technical advice and support on new

trail development projects and coordinates development activities between a number of agencies in the State

The programme increases participation in sport and physical activity through the development and promotion of walking, cycling and other outdoor recreation activities and amenities to all Irish residents.

In addition, it contributes to sustainable travel & transport, tourism and rural development.

The Council recognises the contribution of the National Trails Office in all of those areas and will make it a priority to promote the Outdoor Recreation agenda in cooperation with some of our key partners such as Coillte, Failte Ireland and Waterways Ireland.

94.6% of respondents classified the importance of the ISC role as vital/very important

The Council's Five Priorities in Participation

Participation Strategy

The Council is committed to the targets set in the previous three-year strategy, specifically the 45% of the adult population participating in sport by 2020.

This will require a national collective effort aimed at increasing participation in sport. The Council will continue to work with all parties to reach those long term targets.

Operational Plan

The Council is a small agency with resource constraints and it must concentrate on the aspects of its work which can have the most positive impact. Funding is directly linked to the success of programmes and strategies. The Council will be measured against the effectiveness of its own programmes which contribute to overall levels of participation. As in previous strategies, the Council is committed to robust measurement that contributes to evidence-based decision making for the programmes it supports.

Local Sports Partnerships

The Council is committed to the concept of the national network of Local Sports Partnerships. It will continue to provide resources and direction to the Partnerships in achieving their goals. It is an absolute strategic priority to ensure the network is sustained and continues to thrive.

Women in Sport

There is a good case for redirecting resources on certain types of programmes. The Council proposes that fewer organisations will receive direct funding. Partnerships between sporting organisations and the joint delivery of programmes will be encouraged.

National Trails Office

The Council recognises that the full potential of outdoor recreation and the need of existing sport/recreational facilities has yet to be fulfilled. It is committed to the implementation of its trails strategy which will make a major contribution to outdoor recreation, participation in physical activity and tourism.

Developing the capacity of the National Governing Sector

National Governing Bodies of Sport (NGBs)

Sport in Ireland has undergone significant transformation since 1999. The Irish Sports Council has been involved in much of that positive change. The driver of that change has been reform and development of sports bodies. This has been underpinned by substantial investment, much of it from the state sector. The Council's approach is based on its belief that good governance in sports bodies is essential in order to:

- Ensure that the significant investment of state funds is meeting targeted objectives
- Assist in the continuing development of sports organisation in line with best practice;

The Council's corporate practice has always placed the National Governing Bodies at the centre of its work. Through this way of working the Council makes a strong statement of its long term strategic direction. The Council is of the view that sport in Ireland can only thrive with a diverse and strong community of governing bodies working with the Council and their membership in support of one another.

It should be acknowledged that not all NGBs are at the same stage of development. They are a diverse group in size, function and ability; addressing the needs of these bodies requires solutions which are tailored for each sport appropriately. Crucially the NGBs are independent entities which, ultimately, choose their own way of operating but within appropriate legal, fiscal and corporate obligations.

Governance: A review of the current situation as it relates to the Irish Sports Council

The Irish Sports Council operates under the Code of Practice for the Governance of State Bodies. The issue of governance within sport has been important to the Council since its establishment under statute in 1999.

One of the founding aims of the Council was to strengthen the governing body sector and ensure the bodies were fit for purpose. Initially this involved a three stranded approach; funding, governance and services.

On funding, the Council increased investment in sport, put in place funding criteria and developed recognition criteria.

In governance, the Council supported strategic planning through a programme within all governing bodies, introduced guidelines for better financial management of sports and supported the employment of professional staff.

The third element of the process of development was the provision of specific services. The Council introduced:

- The Code of Ethics and Good Practice for Children's Sport,
- The Irish Sport Anti-Doping Programme,
- High Performance Programmes.

In the next phase the Council has moved on to provide more resources and support in the area of governance, including;

- Internal Audit; a programme of detailed auditing of sports bodies
- Board Training; a programme aimed at supporting members and improving governance
- NGB Support Kit; a practical resource which supports development in ten specific areas, namely; Governance, Organisational Structures, Human Resources, Volunteers, Strategic Planning, Financial Guidelines, Project Management, Communication, Membership Development, & Sponsorship.

Many NGBs have made a lot of progress in recent years and provide excellent models of good governance and operational effectiveness. Some NGBs required more support than others; the Council is available to provide support where it is identified and most needed.

Issues and Disputes

Disputes, or other matters of concern, arise within sports bodies which sometimes require the attention of the Irish Sports Council. When an issue arises in an NGB, which may involve a dispute within Council itself, a set formula of actions is followed, which can include:

- Internal audit;
- Liaison process;
- Independent Transition Management;
- Withdraw or Withhold Funding.

Furthermore, the Council supports an independent dispute resolution mechanism, Just Sport Ireland (JSI), which is facilitated and administered by the Federation of Irish Sport. The Council supports and part-funds JSI, and acknowledges that it is an important addition to the infrastructure of Irish sport. The Federation is working to ensure sports organisations incorporate JSI into their rules where appropriate and this initiative is endorsed by the Council. At the same time the Council recognises that some major NGBs have their own well established dispute procedures.

90.4% of respondents classified the relevance of the ISC as vital/very important

The Council's Five Priorities for National Governing Bodies

Governance

The Council will continue to provide a range of supports and services to sports bodies. It will further develop resources currently available and make a priority of the use of these resources.

Areas Requiring Attention

The Council has identified a number of areas that will receive further attention;

- Board Training,
- Marketing & Branding,
- Volunteer Support
- Organisation Capability Building (Human Resources Policy & Practice-Staff Handbook Development/ Performance Management Systems Development/ Leadership, Management & Business Skills Development, Mentoring Programme).

Participation

The Council recognises the essential role the NGBs play in providing sport to large numbers of people. Their continued provision of quality sports opportunities are central to the reaching of the Council's participation targets. Two issues have been raised that are relevant;

- The measurement of participation numbers needs to take into account the high level and sustained engagement of typical active NGB members.
- Greater levels of coordination and collaboration are required between the two main delivery

mechanisms for increased participation; namely the NGBs and LSPs.

Dispute Resolution

The Council will work with the Federation of Irish Sport to further develop Just Sport Ireland as the preferred approach to dispute resolution. This will require the support of the entire NGB sector.

The Council recommends that all sporting bodies utilize the state dispute resolution agencies, but it will also establish a panel of MII Certified Workplace Mediators for recommended use by NGBs in the area of internal employment disputes within NGBs.

Funding

The Council will clarify Terms & Conditions of funding. For example, it will formally state circumstances which may merit suspension or withdrawal of funding, which may include:

- Code of Ethics/Child Protection breach
- Anti-Doping violation by NGB rather than an athlete
- Financial irregularity
- Breach of Companies legislation
- Failure to implement the recommendations of Internal Audit
- Internal disputes which the Council believe are injurious to the NGB and its future funding

Sports bodies should take note of the specific requirements on funding set out in the Programme for Government.

Discretionary Funding

The Council will retain a portion of its total funding each year. This money will be used to support and incentivize those sports which demonstrate best-practice governance, innovation in programmes and excellence in operations.

There will be an emphasis on innovative thinking and encouraging a multi-sport approach to programmes. The creation of sustainable jobs in the sports sector is a priority. The Council will, where appropriate, encourage sporting bodies to contribute to the tourism agenda of the country by promoting international events.

65.7% of respondents engage with the ISC on a weekly/monthly basis

Developing the High Performance System

High Performance/Institute of Sport

The high performance system, as delivered by the High Performance Unit and the Institute of Sport, is demonstrating a real return in investment. It is demonstrating the value of consistent investment over the long term.

Between 2009 and 2011, 102 podium places were achieved in Council supported programmes in international championships. This improved on the 70 podium places achieved over the four years of the Beijing cycle (2005 to 2008). The system is under constant review and operates in a highly competitive international environment.

In addition to the support programmes for Olympic and Paralympic sports the Council invests in the successful high performance programmes of Cricket Ireland, the Golfing Union of Ireland and the Irish Ladies Golf Union.

In broad terms, the Council intends to maintain investment at the same proportion of overall budget as currently provided. It also intends to maintain the system as it has evolved and believes it can deliver sustainable success for Ireland.

The system that is delivering these improved results has the following components;

- Each priority National Governing Body has a dedicated high performance function which is led by a Performance Director.
- The Council's High Performance Unit provides support to the sport. Funding is in two major blocks; Performance Planning & International Carding Scheme.
- The Institute of Sport provides services to the sport and athletes.
- There is an all-island dimension with high levels of collaboration with Sport NI and SINI.
- There are Operational Agreements and functioning working groups with the Olympic Council of Ireland and Paralympics Ireland.
- A High Performance Committee provides strategic overview of this system.

This collaborative approach has evolved over the past decade based on the recognition by all agencies of the role and functions of the others.

Irish Sports Council: Additional Policy Statements

Anti-Doping

There is a legal and strategic imperative in maintaining the world class Irish Sport Anti-Doping Programme. It is recognized internationally as an outstanding Programme and, crucially, it enjoys unanimous support within Irish sport. The Council is proud of the achievements of the Anti-Doping Programme, especially the achievement of high standards with a reduced budget in recent years. It will continue to innovate, such as the recently developed app, particularly in the areas of education and communication.

The Council will protect its standing as a world class operation by maintaining investment in the programme.

Investment in Programmes

In the Value for Money and Policy Review 2000-2006 the (then) Department of Arts, Sport & Tourism noted that the Council invested 94% of its total costs in Programmes. In the period since the Council has continued to maintain a low cost base and to ensure that the vast majority of the money it receives from Government (94%) is passed on to the sporting bodies in grants and programmes. The Council is committed to maintaining a high level of operational efficiency and will ensure State investment will continue to reach sports organisations in the most direct and effective manner.

Research

The Research Programme of the Irish Sports Council has produced a series of reports that have developed our understanding of sport in Ireland and the contribution it makes to the economic and cultural life of the country. The Research Programme contributes to the robust measurement of investment. The Council will continue to invest in quality research that will assist the development of the sports sector in Ireland.

Multi-Annual Funding

The Council advocates a system of multi-annual funding which would allow it and the NGBs to plan and develop their expenditure programmes over a three year period. Certainty of investment in the medium term would aid good planning and budgetary discipline. However, we realise that the economic climate will dictate when this worthy goal may be achievable.

Commitments to Government

The Irish Sports Council is mindful of the Programme for Government which states: "All State funding will be subject to the beneficiaries signing up to a dispute resolution service, a code of governance and a new mandatory code of conduct regarding child protection in sport".

Dispute Resolution Service

The Irish Sports Council will require all sports to be signed up to a dispute resolution mechanism. It aims to complete this process within this strategic period (i.e. by end 2014). Some sports already have such a mechanism in place.

The Council has identified a course of action to assist sports in this area and has set out the key points earlier in this document. The Council will work with the Federation of Irish Sport to further develop Just Sport Ireland as the preferred approach to dispute resolution. This will require the support of the NGB sector.

Code of Governance

The Irish Sports Council recognises the central importance of corporate governance in funded bodies. The recognition and funding application procedures require all sports bodies to meet a certain standard of governance. These include requirements around financial procedures, tax compliance, Constitution (Memos & Articles), statements of strategy and compliance with anti-doping and Code of Ethics standards.

The recognition and funding criteria are, in effect, a Code of Governance. The Council will continue to collaborate with the sports community to enhance governance in the sector. It has identified further work in the area of governance as a strategic priority for the next three years. Those bodies which are not fully compliant will find it difficult to access state funding. In addition they will struggle to keep pace with the development of other sports operating to best practice standards of governance.

Code of Conduct Regarding Child Protection in Sport

The Irish Sports Council ensures a child centred approach to sport through the implementation of the Code of Ethics and Good Practice for Children's Sport. The Code is fully compliant with Children First. NGBs are already signed up to and have amended their Constitutions to reflect this. The Council will work with the Department of Children and other appropriate authorities in implementing any new statutory codes which are proposed around child protection. In addition the Irish Sports Council is committed to supporting a number of the Government's specific priorities. The Irish Sports Council will support the Government in its stated priorities in the sports sector over the next three years.

Sport as a school subject

The Irish Sports Council supports the concept of sport & physical activity becoming a formal school subject. It will support the Department of Transport, Tourism and Sport as it advances proposals to give greater status to sport within the education system.

Merger with NSCDA and move to Abbotstown

The Irish Sports Council welcomes the proposal from Government to merge the National Sports Campus Development Authority with the Council. The process of subsuming Coaching Ireland within the Council is underway. The rationalisation of sports agencies is designed to contribute to the Government's goal of increasing efficiencies while maintaining services.

The Irish Sports Council will operate from the National Sports Campus when works at Abbotstown House are completed. The Council has consistently supported the development of the Campus, believes it will make a major contribution to Irish sport and looks forward to being based there alongside many other national sports bodies.

The Gathering

The tourism authorities are planning a major initiative in 2013 entitled "The Gathering". The Irish Sports Council will work with our colleagues to ensure that the community of sport plays its part in this important tourism venture. Every year a number of high profile national and international sports events are hosted in Ireland and each one of these will make a significant contribution to "The Gathering" in 2013. In co-operation with Tourism Ireland, a plan will be prepared to maximise the role of sport in that initiative.

Conclusion

This strategy covers the main strategic issues identified by the Irish Sports Council. There is a clear statement that the Participation Strategy, NGB Development and High Performance are its developmental priorities.

An earlier draft of this paper was circulated to LSPs and NGBs for views on its contents. An accompanying survey was completed by 70% of stakeholders, a very high level of response. In addition many more detailed responses were provided. The surveys responses and views expressed have informed this new draft and the process of formulating a final statement of strategy for 2012 to 2014.

The implementation of that strategy will depend on the resources made available to the Council.

On behalf of the Irish Sports Council



Kieran Mulvey, Chairman



John Treacy, Chief Executive

97.2% of respondents recognised the importance of ISC funding as vital/very important

Appendix A

Review of Objectives 2009 to 2011

1. Participation targets must be set in the medium to long term. The key target figure is to increase the percentage of the adult population participating in sport from 33% to 45% by 2020. It will be measured by the Irish Sports Monitor, commencing in 2007, and will use 20 minutes of sport a week by people over 16 years as the standard.

From the Irish Sports Monitor (ISM) we know that the participation rate among adults increased marginally from 32.9% in 2007 to 33.5% in 2009 having dipped in 2008 to 30.6% primarily due to recessionary forces. Provisional reports from the 2010 ISM indicates an increase in participation. The Council has not yet published the final figures.

2. The second target for adults is to reduce the numbers who are sedentary from 18% to 13% by 2020. This target can only be reached through a multi-agency approach to physical activity, in particular targeting low activity groups.

The baseline figure of 18.2% in 2007 was reduced to 15.5% in 2009 primarily due to increased participation in recreational walking and sporting activity. As above, the figure from the unpublished 2010 ISM is lower again

3. Appropriate targets to increase participation in children's sport and physical activity will be set based on current research work being undertaken in this area. These targets will be published during 2009.

The Children's Sport Participation and Physical Activity (CSPPA) Study was finalised in 2010. The report includes a series of recommendations on setting physical activity targets for PE, extra-curricular sport and extra-school sport, active travel and sedentary behaviour for the period up to 2020. The report is clear that the onus is on a variety of Government Departments to take responsibility for delivering on these targets.

The CSPPA report contains a number of targets around sport and physical activity for primary and post-primary school children. The most relevant measure for the Council is the extra-school (effectively club sport) targets. For primary children the aim is to increase the percentage of children taking part at least once a week in extra-school sport from 83% to 85% by 2015 and to reduce the number of children who never take part from 11% to 10% over the same time period. For post primary children the equivalent figures are to increase 'regular players' from 64% to 70% by 2015 and to reduce non-players from 34% to 20% by 2020.

There is evidence that participation in extra-curricular and extra-school sport increased among primary school children between 2004 and 2009, and that participation levels were maintained in post-primary schools across these domains during the same period (by comparing the CSPPA with a comparable ESRI study).

4. The Council will lead and support Sports Partnerships and measure their activities and outputs through the SPEAK Report. There are specific targets set with regard to Information and Resources, Club Development Work, Education and Training, Delivery of Local Projects, Linked Initiatives and Local Networking.

The SPEAK Report has been prepared and published for 2009 & 2010. The 2010 Report showed a year on year improvement in each of the key metrics. Some highlights from SPEAK 2010 include

The network as a whole generates 50% of its own operational funding. In 2009 it generated 52% of funding from sources other than the Council, in 2010 that increased to 54.1%.

In 2009 118,000 people contacted LSPs looking for information on getting involved in sport. This increased to 139,000 in 2010.

In 2009 112,000 individuals took part in projects organised locally by LSPs. This increased to 135,000 in 2010.

5. The Council will work on the development of governing bodies of sport so that they have the capacity to deliver key strategic objectives. 15 governing bodies to be targeted for a governance enhancement programme.

The Council has undertaken a governance programme with 15 sports by providing bespoke board training to the governing body. The process is complete with 14 sports and is due to be completed in the first quarter of 2012.

The internal audit programme of the Council is an essential tool in identifying and addressing issues, including governance issues, within NGBs. Over the period 8 governing bodies were subject to internal audit.

Other governance supports provided to NGBs included a 'Support Kit' which provides guides, resource and templates to assist in the running of organisations. This was made available to all sports. A series of governance seminars were held on key topic. They were open to all NGBs and were well attended (more than 50% attendance).

6. In high performance sport the Council agrees annual targets with the focus high performance sports. From 2009 these targets will be published each year for all international championships grades. Governing bodies will draw up performance plans and will be accountable for the delivery of the plans.

In each Performance Plan there are targets set annually. Overall in the 3 years of the strategy 101 podium places were achieved in international championships in high performance programmes supported by the Council. In 2009 11 medals were won, in 2010 31 medals were won and in 2011 59 medals were won. This is in addition to significant achievements in golf and cricket. This compares with 37 over the previous three year strategic period (2006 to 2008).

7. Olympic and Paralympic performance is one measure of achievement in the area of elite sport with the London 2012 Games due to take place after this strategy period. The targets set in the Athens Review were for sustainable achievement in the long term with 9 finalists in the Olympics and 15 finalists in the Paralympics with 33% converting into medals. That target was reached in Beijing which may allow the Council set a higher target for London as the cycle progresses.

The Irish Sports Council believes that the targets set in the Athens Review are appropriate for the medium term. Notwithstanding the encouraging progress of recent years the 2012 performance plans for the Olympic and Paralympic sports indicate that target is reasonable for the London 2012 Olympic and Paralympic Games.

8. The Anti-Doping Unit will ensure the number of anti-doping tests remain in line with international averages. The Unit will ensure that standards are in line with international best practice and the Council aims to be recognized as fully Code compliant with WADA. It will seek to be recognized as proficient under all headings of the ANADO Quality Development and Recognition Programme.

- The number of tests remained in line with international averages.
- In November 2011 WADA published its first compliance report - Ireland was deemed to be compliant with this report.
- Ireland was also deemed compliant with the UNESCO Anti-Doping Convention, during November 2011.
- With the winding up of ANADO during 2011 the Quality Development and Recognition Programme was not established.

The Council will report annually on progress against these performance indicators.

The Council publishes reports annually on Anti-Doping, Local Sports Partnerships (SPEAK), participation (Irish Sports Monitor) and the high performance results are readily available via the Council or National Governing Bodies.

There are a number of other areas of activity that the Council will continue to monitor outcomes. The nature of the activities means that the measures are more qualitative than quantitative.

The Council will continue to produce quality research each year.

Over the strategy period the Council produced 18 reports around participation in sport among adults and children, the economic value of sport, volunteers in sport, sports participation among older people, sports participation in various regions (9 reports covering 18 LSP areas), the women's mini marathon and the influence of

mass events on sustainable participation. The Council produced a series of quality research publications during the strategic period.

The Council will continue to increase awareness of its work, especially in association with programmes, events and organisations that the Council supports.

The Council works continually on increasing awareness of its own work and of the importance of value of sport and physical activity to individuals and communities. This work includes programme with sports bodies, with traditional media, marketing programmes, highlighting supported events and new media such as web based communications.

The National Trails Office, in conjunction with the Council's Research Unit, will monitor awareness and usage level on Irish trails to assess their contribution to participation in outdoor activity Walking is captured in the research on the Irish Sports Monitor.

The Council will continue to build key relationships based on partnership and in line with the strategic direction of all involved. It will establish service level agreements with key stakeholders to build and maintain key relationships.

The feedback received from stakeholders during the development of this strategy demonstrates that there is a strong level of stakeholder satisfaction. 39 of 43 respondents stated that their relationship with the Irish Sports Council was either excellent (24) or very good (15).

The Council will maintain the high level of compliance, which is expected of all state agencies regarding financial procedures, personnel and customer service.

The Council complies with all appropriate financial procedures, reporting arrangement, responding to queries, Freedom of Information, accessibility, Official Languages Act, Data Protection and all other obligations as a state agency.

As part of the development of this strategy the Council undertook a stakeholder survey to understand the views of the sports community on the work of the Council. Some key results included;

- 107 organisations were asked for a response, 77 responded.
- 93% said the Council was vital or very important to Irish Sport and 90% said it was vital or very important to their organisation.
- 97% said Council funding was vital or very important to their organisation
- 86% said they enjoyed an excellent or very good relationship with the Council
- 93% believed that the Council achieved its objectives over the past three years

Appendix B

Objectives 2012 to 2014

The Irish Sports Council believes that the stated objectives for the period 2009 to 2011 were met. There is data to support that assessment as well as the expressed view of the wider sports community.

Furthermore it believes that the set of measures are valid and present a template for the next strategic period.

In addition the Council is committed to meeting the requirements of the Programme for Government within the timeframe of the strategy.

It is important to state that the achievement of targets is dependent on the resources available to the Council.

1. Participation targets are set for the medium to long term. The key target figure is to increase the percentage of the adult population participating in sport from 33% to 45% by 2020.
2. The second target for adults is to reduce the numbers who are sedentary from 18% to 13% by 2020.
3. The most relevant measure for the Council to increase participation in children's sport and physical activity have been set based on The Children's Sport Participation and Physical Activity (CSPPA). They are the extra-school targets. For primary children the aim is to increase the percentage of children taking part at least once a week in extra-school sport from 83% to 85% by 2015 and to reduce the number of children who never take part from 11% to 10% over the same time period. For post primary children the equivalent figures are to increase regular players from 64% to 70% by 2015 and to reduce non-players from 34% to 20% by 2020.
4. The national network of Sports Partnerships will continue to measure activities and outputs through the SPEAK Report. There are specific targets set with regard to Information and Resources, Club Development Work, Education and Training, Delivery of Local Projects, Linked Initiatives and Local Networking.

5. The Council will work on the development of governing bodies of sport so that they have the capacity to deliver key strategic objectives. This will include the continued rollout of the internal audit, governance support and resource support (Tool Kit) programmes. Specific commitments regarding governance have been made in the strategy including on governance and dispute resolution.

6. The Irish Sports Council agrees annual targets with each Performance Director of the focus high performance sports. These targets will continue to be published each year for all international championships. Delivery of the targets by the NGB and Performance Director will be monitored by the Council on a continual basis.

7. The targets set in the Athens Review were for sustainable achievement by athletes and NGBs in the long term, with 9 finalists in the Olympics and 15 finalists in the Paralympics, with 33% converting into medals. The Irish Sports Council believes that those targets are appropriate for the London 2012 Olympic and Paralympic Games.

8. The Anti-Doping Unit will ensure the number of anti-doping tests remain in line with international averages. The Unit will ensure that standards are in line with international best practice.

The Council will report annually on progress against these performance indicators.

There are a number of other areas of activity that the Council will continue to monitor outcomes. The nature of the activities means that the measures are more qualitative than quantitative.

- The Council will continue to produce quality research each year.
- The Council will continue to increase awareness of its work.
- The National Trails Office will monitor usage level on Irish trails.
- The Council will continue to build key relationships based on partnership.
- The Council will maintain the high level of compliance.

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