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Chairman's Foreword



I have pleasure in introducing the Sports Council Northern Ireland's (SCNI) second Lottery Strategic Plan. The purpose of this document is to highlight how the Sports Council Lottery Fund (SCLF) plans to allocate lottery funding over the next six years.

The SCNI has been a designated distributor of National Lottery proceeds to the sports sector in Northern Ireland since 1995. Originally the directions that govern the distribution of lottery funds required the SCLF to be entirely reactive to applications received and to distribute awards only to capital projects. In 1997 the government issued new directives that enabled the distribution of funds to revenue projects and required lottery distributors to be strategic with their investments. In light of these revised directives the SCLF developed its first strategy - "Pathways to Participation and Performance: A Strategy for the Distribution of Lottery Monies 1999-2002".

Since 1995, the SCLF has distributed approximately £50m to sporting good causes in Northern Ireland. Whilst sport in Northern Ireland still has many financial needs the £50m invested by the SCLF over the past six years has, among other things, resulted in:

- 200 new or improved sports pavilions
- 150 sports pitch facilities
- 15 synthetic pitches
- 100 sports equipment projects
- 15 tennis court facilities
- 30 spectator accommodation projects
- 15 major international sporting events
- 100 sporting projects to celebrate the millennium year
- 500 individuals supported to develop and compete at international level

Increasingly, the SCLF is under financial pressure from greater levels of applications, growing demands for revenue funding, and reduced income as a result of falling ticket sales and the introduction of further “good causes”. The financial pressures and increased competition for the available funding make it more important than ever that the SCLF has a clear strategy for its investment over the coming years.

The funding strategy outlined within this document pays close attention to the SCNI’s strategic environment. The proposals take account of the existing needs of sport in Northern Ireland, legislation, relevant strategies and social policies. This Strategic Plan also considers the successes and outstanding issues pertaining to our first strategy. In particular, the investments proposed within this Strategic Plan have had to take careful account of the funding forecasts for lottery income over the next six years. It is quite possible that external factors, such as the proposed changes to the gambling laws in the United Kingdom, could adversely affect income forecasts. In such cases some aspects of our proposed strategy may not be achievable.

I am particularly delighted with the numerous achievements of the SCLF which have been made possible by the implementation of our first strategy and I have no doubt that, through our Lottery Unit, the Sports Council can continue to make a significant contribution to the development of sport in Northern Ireland via the implementation of the strategies proposed within this document. I particularly welcome the measures proposed within the Strategic Plan regarding increased opportunities and access to sport for all within Northern Ireland.

A handwritten signature in black ink that reads "Eric W. Saunders". The signature is written in a cursive, flowing style.

Professor Eric Saunders OBE
Chairman
Sports Council for Northern Ireland

1. Introduction

The Sports Council for Northern Ireland (SCNI) is responsible for distributing a proportion of the proceeds from National Lottery funds for the benefit of sport in Northern Ireland. To date, the Sports Council's Lottery Fund (SCLF) has made almost 1,000 awards to individual sports projects, representing an investment of approximately £50m.

This Strategic Plan outlines how the SCLF will allocate its share of lottery funding for the next six years, covering the period 2002 to 2007. The plan illustrates SCLF's priorities, activities, targets and programmes during this period.



*Pictured at the announcement of the SCLF reaching the £50m funding landmark:
Standing: Catherine Beattie (Bowls), Neil Cameron (Swimming), John Lavery (Motor Cycling), Eric Saunders (Chairman, Sports Council for Northern Ireland), Keith Gallagher (Cycling), Michael Lavery (Motor Cycling).
Front Row: Eva Massey (Athletics), Andrew Gallagher (Athletics).*

2. Key Issues Influencing This Strategic Plan

2.1 Background

In developing this Strategic Plan, the SCLF has taken account the following range of factors, which influence how it operates:

- the strategic environment in which the SCLF works. This includes relevant legislation, strategies impacting on Northern Ireland sport, the focus of the Northern Ireland Assembly, in particular the Department of Culture, Arts and Leisure (DCAL), and current social policies such as New Targeting Social Need (TSN);
- the needs of sport and the opinions of the public and interested groups;
- the key lessons learnt from the previous lottery strategy - "Pathways to Participation and Performance: A Strategy for the Distribution of Lottery Monies 1999-2002"; and
- the allocation of Sports Council lottery funding to date and the reduced level of lottery funding now available to the Sports Council.

2.2 The Strategic Environment

Legislation

National Lottery Policy Directions

The Policy Directions set out in the National Lottery Act (1998) provide a framework governing how the SCLF operates. The Policy Directions are attached at Appendix I of this Strategic Plan. The SCLF is committed to operating in line with the conditions imposed by the directions as noted below.

- The SCLF understands lottery money must be used for public good and not for private gain.
- The SCLF assesses all applications it receives to take into account the needs of sport, the need to ensure that all parts of Northern Ireland have access to funding, and the need to reduce economic and social deprivation.
- The SCLF strives to ensure that lottery funding is used to promote sport for people from all sections of society and in particular encourage youth participation.
- The SCLF recognises the need for sustainable development and financial viability in relation to projects it supports.
- Where appropriate, the SCLF ensures that there is an element of partnership funding for projects.

2. Key Issues Influencing This Strategic Plan

- The SCLF continues to examine opportunities for working with other organisations.
- The SCLF uses its power to solicit applications only where the normal application process has failed to achieve a strategic objective.

Section 75 Equality Legislation

Section 75 of the Northern Ireland Act 1998 requires public bodies to take into account equality of opportunity for all sections of the community. The SCNI has developed an Equality Scheme illustrating its commitment to Section 75 and the SCLF Strategic Plan has been developed around the principles of equality.

The SCLF has assessed the impact of this Strategic Plan against equality criteria. A summary of this assessment is attached at Appendix II of this document.

Strategies Impacting on Sport in Northern Ireland

Strategy for the Development of Sport in Northern Ireland (1997-2005)

In developing this Strategic Plan, the SCLF has considered the over-arching "Strategy for Sport" in Northern Ireland. The key aims of the Strategy for Sport are:

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.

Northern Ireland Executive - Programme for Government

The Programme for Government document sets out government plans and priorities in Northern Ireland for a three-year period (2001-2004).

As illustrated at Appendix III, this Strategic Plan has linked to the Executive's priorities which have been specified as:

- (i) Growing as a Community
E.g. promoting equality and tackling social disadvantage.
- (ii) Working for a Healthier People
E.g. improving recreational facilities and supporting healthy living.
- (iii) Investing in Education and Skills
E.g. providing high quality education.
- (iv) Securing a Competitive Economy
E.g. increasing Northern Ireland's attractiveness to visitors.
- (v) Developing North/South, East/West and International Relations.

2. Key Issues Influencing This Strategic Plan

DCAL Corporate Strategy (2001-2004)

The SCLF supports the DCAL strategy, which aims to create “a confident, creative, informed and prosperous community”.

As illustrated at Appendix III, the SCLF has taken into account the strategic goals of DCAL when developing this Strategic Plan. These goals are to:

- increase participation in culture, arts and leisure through enhancing access to, and the quality of, facilities and services;
- promote and celebrate cultural diversity and individual creativity;
- contribute to a positive image of Northern Ireland at home and abroad;
- preserve and make available cultural and information resources, and make them available to the widest possible audience; and
- lever resources to maximise positive social and economic impact.

Sports Council for Northern Ireland Corporate Strategy (2001-2004)

The aims of the Sports Council’s Corporate Strategy are to:

- foster a creative, informed and active lifestyle by creating, promoting, encouraging and providing sporting development and opportunity limited only by personal choice and ability;
- develop effective partnerships that underpin the Council’s capacity to succeed;
- contribute to wealth and employment through the development and training of those involved in sport; and
- promote sustainable development through a business-like approach to meeting the needs of sport in order to fulfil its role in realising key elements of the Programme for Government.

This new SCLF Strategic Plan takes into account the SCNI’s Corporate Strategy and the exchequer programmes operated by the SCNI.

CASE STUDY

The SCLF made an award of £100,000 towards the **“Waterworks Project”** in North Belfast. The award provided for an outdoor multi-sports floodlit facility and the employment of a Community Sports Development Officer. Through an innovative partnership between the Community Development Centre and the Probation Board for Northern Ireland, a programme of activities has been developed to steer young people away from anti social behaviour. The recreational activities at the Waterworks site are focused around specific times associated with peak crime and anti social behaviour in the area.



2. Key Issues Influencing This Strategic Plan

Social Policies

The SCLF acknowledges policies designed to tackle social exclusion and this Strategic Plan has been designed to embrace these initiatives.

New TSN

New TSN aims to tackle social need and social exclusion by targeting efforts and resources at people, groups and areas in greatest social need. It is part of the government's wider equality agenda, which aims to make Northern Ireland a more fair, just and prosperous society. The SCLF is fully committed to supporting the principles of New TSN through the development of the programmes and policies that emanate from this Strategic Plan. The link between SCLF programmes and New TSN is summarised at Appendix III of this Strategic Plan.

Policy Action Team 10

The Policy Action Team (PAT) was directed by the Department for Culture, Media and Sport (DCMS) to develop an action plan to maximise the impact of sports, arts and leisure policies in contributing to neighbourhood regeneration and increasing local participation. In the development of this Strategic Plan, the SCLF has taken into account the issues raised in the PAT 10 report (as demonstrated at Appendix III).

2.3 The Needs of Sport in Northern Ireland

The SCLF consulted extensively during the development of this Strategic Plan in order to gather opinion on the future allocation of lottery funding for sport in Northern Ireland. The key issues raised during the consultation process were as follows:

Reviewing Existing Lottery Programmes

- The need to maintain the current appropriate balance of SCLF capital and revenue funding.
- The need to continue with the mix of capital and revenue programmes.
- The need to make better use of "revenue tail" funding to provide support for development officers in lottery assisted capital projects.
- The need to monitor investment in community revenue programmes, especially after the SCLF's capital commitments to the Sports Institute Northern Ireland (SINI) stop.
- The opportunity to review the SCLF's current Sports Share and Play Sport budgets (if the New Opportunities Fund [NOF] programmes are developed as anticipated) and use Sports Council lottery funding to support revenue programmes.

2. Key Issues Influencing This Strategic Plan

Developing a Partnership Approach

- The continued need to develop partnerships with other agencies to help achieve strategic objectives, e.g. Creating Common Ground, NOF and other lottery distributors.
- The potential for some support to be directed at private projects as long as public benefits are protected, or to influence the development of such projects to secure sports development impact.
- The continued need to encourage school/ community links.
- The need to work with other agencies in targeting social need.

Targeting Marginalised Groups

- The need to make better use of the SCLF's powers to solicit applications. These powers should be used when there is the potential to achieve targets which appear difficult to meet through the normal application process, e.g. achieving a geographical spread of funding; targeting areas of high social need; and, increasing opportunities for people with disabilities.
- The need to increase upper limits of awards, as well as the percentage funding, for applications from under-represented groups, as well as areas of high social need and low lottery uptake.

- The continued need to focus on programmes for young people.
- The need for appropriate TSN indicators and consideration of rural isolation.
- The need to develop a set of equality criteria in association with Section 75 groups.

Broadening the Spread of Funding

- The need to consider the SCLF's assessment weighting to achieve a better geographical spread of funding.
- The need for a careful balance between using funds to target social needs and achieving a geographical spread of awards.

Expanding Research and Evaluation

- The need to research the provision of existing facilities and develop a facility investment strategy based on identified gaps.
- The need to continue and expand the SCLF's research and evaluation programme.

Providing Information

- The need to ensure the accessibility of information in appropriate formats.
- The need to disseminate examples of good/best practice including information to meet the needs of marginalised/under-represented groups.

2. Key Issues Influencing This Strategic Plan

2.4 Key Issues From Previous Lottery Strategy (1999-2002)

The majority of objectives established in the SCLF's previous strategy (1999-2002) have been successfully achieved. The SCLF aims to build upon these successes through the development of the 2002-2007 Strategic Plan.

Nonetheless, the SCLF recognises that a number of issues remain outstanding from the previous strategy and some of these have been taken into account in the development of this new Strategic Plan.

Key Successes From Lottery Strategy 1999-2002

- All local authority areas and over 50 individual sports have benefited from Sports Council lottery funding.
- Approximately 52% of the SCLF's capital awards have been made to fund projects located in areas of deprivation.
- The SCLF has successfully expanded its range of programmes and now has a package of 14 themed and targeted programmes to support capital and revenue projects that meet the needs of sport in Northern Ireland.
- The SCLF has successfully developed a number of programmes to provide for club/school/community links.
- The SCLF has developed a range of revenue programmes to support Northern Ireland's talented athletes at various stages of the "performance ladder".
- The SCLF, in conjunction with DCAL and the Football Foundation, has developed a new Safe Sports Grounds Programme and made over 40 awards, at a total value of around £4 million.
- During the period of the strategy, the SCLF has made awards to a number of national and regional competition and training centres and has also made financial provision for the SINI project at the University of Ulster.
- The SCLF made around 100 awards, to a value of £355,000, to support sporting projects celebrating the millennium year.
- The SCLF contributes £150,000 each year to the cross-distributor, Awards For All (A4A) Programme, which focuses on sports organisations with a small annual income. Awards made range in value from £500 to £5,000.
- Independent research has indicated the successful impact of SCLF capital funding.
 - Six out of ten funded clubs have successfully increased their membership since receiving lottery funding.
 - Over three quarters of clubs believed that SCLF support has had a significant impact on the overall levels of usage of their clubs and their facilities.

2. Key Issues Influencing This Strategic Plan

- 65% of funded clubs have increased their number of coaches.
- 60% of funded clubs have increased the frequency of coaching sessions.
- Almost seven out of ten funded clubs stated that their competitive performance has improved since receiving lottery funding.
- Approximately 10% of funded clubs have created new job positions as a result of the development of their lottery funded facilities.
- Independent research also indicated the contribution made by the SCLF to sustainability.
 - Four out of ten funded clubs would not have been in a position to move their clubs forward without support from the SCLF.
 - A quarter of funded clubs added that any developments they had undertaken would have been of a lower scale without the support provided by the SCLF.
- The SCLF has made equal opportunities a priority. To this end equal access is included as a specific condition of award.
- The SCLF has simplified its application procedures and introduced a new two-stage application process for all of its programmes. A simplified application process has also been developed with the other lottery distributors for the new A4A programme.
- Procedures have been developed to allow the SCLF to solicit applications in order to achieve its strategic objectives.

Outstanding Issues From Lottery Strategy 1999-2002

- A widening gap has appeared between geographical areas and sports that have benefited from lottery funding and those that have been less successful in obtaining support.
- The provision for the SCLF to fund up to 90% of project costs in areas of deprivation has not been utilised.
- Apart from A4A, joint working with other lottery distributors is very limited.
- The SCLF has not yet undertaken research to assess needs in areas of low uptake or in areas of deprivation.
- The SCLF has not fully adopted a pro-active approach to funding and the new powers to solicit applications have not been well utilised.
- “Revenue tail” funding has been used only in a small percentage of capital projects.

2. Key Issues Influencing This Strategic Plan

2.5 Historical Analysis of Sports Council Lottery Funding

The SCLF accepts that there are variations in funding, with some geographical areas and individual sports benefiting less than others from SCLF support. This is illustrated in the analysis of total awards made to date, attached at Appendix IV of this Strategic Plan.

A number of independent studies have identified factors that contribute to such variations in lottery funding. Through these research projects, the SCLF has gained an understanding of the problems faced by potential applicants in applying for and securing lottery funding. The main problems include:

- a lack of skills and knowledge, which prevent potential applicants from entering into the lottery application process. This is particularly true for applicants from the most disadvantaged sections of the community;
- a perception that the application process for lottery funding is difficult;

- a belief amongst applicants that the time taken by lottery distributors to assess applications is too long;
- the inability of some applicants to meet partnership requirements for projects; and
- a perception that the costs incurred in compiling a lottery application (through employing professional services such as architects and solicitors) are prohibitive.

It is also the experience of the SCLF that there is a tension between the capacity of volunteers working in sport and the requirements placed on these individuals by the lottery administrative procedures.

The SCLF is conscious of these possible problems and tensions. Through this Strategic Plan, the SCLF will develop appropriate courses of action to attempt to overcome possible barriers and to address shortfalls in application and award rates.

CASE STUDY

The North & West Belfast Health & Social Services Trust

received a 'Community Sport' award of £100,000 for the refurbishment of Muckamore Abbey swimming pool and provision of changing accommodation. Lottery funding helped provide for a much-needed facility for special needs groups for both recreational and competitive swimming as well as rehabilitation and treatment of hospital patients and residents.



Pictured: Eamonn McCartan (Chief Executive, SCNI) and Richard Black (Chief Executive, North & West Belfast Health and Social Services Trust).

3. Forecast Funding

3.1 Background

The level of funding available to the SCLF is obviously one of the most significant factors that has influenced this Strategic Plan.

From a peak of £10m in 1997/98, the SCLF's annual income has gradually fallen. This is due to a number of factors.

- A decline in the sales of lottery tickets.
- The designation of an additional "good cause" (the New Opportunities Fund) reducing the percentage of funding to the original good causes from 20% to 16.66%.
- The establishment of the United Kingdom Sports Council as a lottery distributor, resulting in 10% of the funding allocated to sport being redirected to this organisation.

3.2 Forecast Funding (2002/3 - 2007/8)

The SCLF has taken into account future estimates of lottery proceeds available for distribution. These estimates have been provided by the Secretary for State for DCMS.

Based upon DCMS middle range forecasts, the SCLF will have the following levels of funding for the period of this Strategic Plan.

Forecast Funding (2002/3-2007/8)

Year	Forecast Funding
2002/2003	£7,063,000
2003/2004	£6,800,000
2004/2005	£6,630,000
2005/2006	£6,370,000
2006/2007	£6,240,000
2007/2008	£6,000,000*

* Forecast figures for 2007/2008 are not yet available and the sum of £6m is a SCLF estimate.

3.3 National Lottery Distribution Fund Balances

At the beginning of the period covered by this Strategic Plan, in April 2002, the SCLF will have a reserve in the National Lottery Distribution Fund (NLDF) of approximately £19.4m. This reserve exists for a number of reasons.

With the majority of SCLF awards being made to capital projects, there is an inevitable delay between an award being made, the applicant proceeding through the planning and construction phases and the full award being paid as the project progresses on site. A large proportion of the current reserves, therefore, relate to funding committed to projects but not yet drawn down.

3. Forecast Funding

In addition to awards made, the SCNI has a small budget in comparison to many other lottery distributors. This creates a threshold problem and means that SCLF must “save” income over a number of years if it is ever to have sufficient funds to make awards to large capital projects.

Therefore, the SCLF is currently holding a reserve that will eventually accumulate to £6m in preparation for significant investment in the SINI project. When this project enters the construction phase over the next two to three years there will be a significant draw down of funds and, therefore, a corresponding reduction in the SCLF’s NLDF balance.

The other option available to the SCLF is to reduce NLDF balances is to over commit. This is a method by which SCLF could make awards to applicants in excess of its income. This is obviously a high-risk strategy and could only be undertaken if DCAL and/or DCMS were to underwrite any over commitments that could not be met in the event of reduced income levels or loss of status as a lottery distributor.

The SCLF reserve held in the NLDF balance is one of the smallest of all lottery distributors when viewed as a percentage of total income to date at 32%. The SCLF will nevertheless monitor its NLDF balance and take appropriate measures to keep it to an absolute minimum.

CASE STUDY

Jenna McCorkell is an outstanding young ice skater who has already achieved international recognition at junior level. With support from the SCLF, a bright future is predicted for Jenna who has her sights set on the 2003 Junior World Championships in the Czech Republic.



4. Future Priorities

Key Tasks & Programmes

Having considered the strategic environment, the needs of sport, key issues from the previous lottery strategy, a historical analysis of funding and the anticipated available budget, the SCLF proposes the following priorities, key tasks and programmes for the period of this Strategic Plan.

Priorities

The SCLF will make the following its priorities over the next six years.

Priority 1

To maintain and develop existing funding themes and programmes.

Key Tasks

There are a number of key tasks that are crucial to ensuring the SCLF's priorities are realised.

- To develop a programme of research and evaluation of lottery programmes.
- To review the A4A programme to include an analysis of the volume of sports specific applications and the current level of budget.
- To enter into discussions with other lottery distributors to develop joint funding and marketing arrangements.
- To develop equality standards against which all future applications are measured.
- To consider private facilities valid for funding under strict conditions which secure public benefit.
- To maintain the optimum balance between capital and revenue programmes as required to meet the needs of sport.

4. Future Priorities

Key Tasks & Programmes

Priorities

Priority 2

To work towards the development of a Northern Ireland sports facilities strategy.

Priority 3

To increase the number of capital projects where revenue support is provided.

Priority 4

To increase the rate of awards to:

- areas which have not been successful in securing Sports Council lottery funding;
- areas of high social need; and
- under-represented groups.

Key Tasks

- To work with partners interested in the development of a sports facility strategy.
- To utilise information from a new Northern Ireland facilities strategy in the prioritisation of applications.
- To solicit applications that meet the objectives and targets of the facilities strategy and the needs identified within community audits.
- To develop appropriate good practice guides (including how to access revenue support) to assist potential applicants, and, in particular, those with least capacity to apply for lottery funding.
- To establish a budget to offer enhanced support to projects in areas of low lottery uptake, or which target high social need and under-represented groups.
- To ensure that audits are undertaken with under-represented communities, sports, user groups, etc.
- To work with chief leisure officers in the generation of applications which meet strategic priorities.
- To examine means of ensuring a greater community input to the decision making process. This will involve increasing the use of consultation in the assessment process and, in particular, further utilisation of the skills and knowledge of sports development officers.

4. Future Priorities

Key Tasks & Programmes

Priorities

Priority 5

To develop marketing and communications.

Key Tasks

- To employ the Noble index of deprivation in the assessment of capital applications but maintain a flexibility of applying other measures of deprivation where appropriate.
- To increase funding limits, and reduce the requirements for partnership funding, for awards to under-represented and high social need groups.
- Through a new programme of research, to ensure lottery investment is targeted at geographical areas and specific sports with the highest need.
- To periodically review the administrative demands placed on applicants in order to reduce bureaucracy to a minimum (while still maintaining accountability).
- To increase the SCLF's weighting for projects which help redress high social need and low lottery uptake or which provide for under-represented groups.
- To increase the weighting for sports that have been unsuccessful in securing lottery funding.
- To train local sports development officers in SCLF programmes, policies and priorities.
- To establish a system of early notification to ensure chief leisure officers are informed of all relevant applications received by the SCLF.

4. Future Priorities

Key Tasks & Programmes

Priorities

Key Tasks

- To train performance managers and other key individuals involved in the lottery application process.
- To make available to applicants advice on sources of partnership funding.
- To establish a resource of web-based information including information and guidance booklets, enquiry forms and award information.
- To publish an annual lottery newsletter incorporating appropriate case studies and examples of good practice.
- To undertake periodic lottery roadshows.
- To develop strategic links with community based support organisations.
- To take an active role in “funders forums” organised at a community level.

CASE STUDY

Loughgiel Community Association received a 'Community Sport' award of £31,375 towards the development of a community fitness facility. This project formed part of an innovative development that included a wide range of complementary community services such as a pre-school playgroup, a luncheon club for the elderly and a community transport scheme. The fitness facilities have made a major impact on the sporting needs of young people, women, people with disabilities and older people in this rural area.



4. Future Priorities

Key Tasks & Programmes

Programmes

In order to achieve its strategic priorities, the SCLF will operate the following programmes over the period of the Strategic Plan:

Capital Programmes

Club Sport

To assist sports clubs and governing bodies with the development of locally based sports facilities, e.g. support for the development of new tennis courts for club use.

Sport Share

To assist with the development of sports facilities for community and post-primary school use, e.g. support for a new synthetic pitch at a school site.

Performance Facilities

To assist with the development of national or regional training and competition facilities, e.g. support for a centre of excellence for a governing body of sport.

Community Sport

To assist community-based organisations with the development of sports facilities, e.g. support for a new/refurbished hall accessible by a wide range of groups in the community.

Play Sport

To establish multi-use games areas and co-ordinators at primary school sites to facilitate school and wider community use, e.g. support for a multi-sport kick-about area at a primary school.

Key Programme Issues

This budget will come under increasing pressure as income declines and greater priority is allocated to providing revenue support for capital projects.

This programme will be developed in the future to complement NOF investment in the PE & Sport in Schools programme.

Investment will reduce with the declining income levels and the development of the SINI project.

The SCLF will aim to make strategic investments in areas of high social need.

This programme will be developed in the future to complement NOF investment in the PE & Sport in Schools programme.

4. Future Priorities

Key Tasks & Programmes

Capital Programmes

Safe Sports Grounds

To improve safety arrangements at Northern Ireland's leading sporting venues, e.g. support for the development of spectator facilities at an Irish League ground.

Key Programme Issues

The continuation of this programme is subject to the availability of other funding.

Revenue Programmes

Talented Junior

To assist with the development of "talented juniors", e.g. support for the costs of coaching for a squad of junior athletes.

Key Programme Issues

This programme will open periodically, when funds will be forward committed for a three year programme of development.

Talented Athlete Next Generation

To assist potential "talented athletes" with their training and competition programmes, e.g. support for an individual's training and competition costs.

Young athletes must meet very high standards of achievement to compete for the limited budget available.

Talented Athlete

To assist Northern Ireland's leading sportspeople to compete successfully at international level, e.g. support for an athlete preparing for the Commonwealth Games.

The Commonwealth Games cycle will influence budget allocations to this programme.

Athletes will be able to receive sports science services from the developing SINI project.

Talented Coach

To assist the improvement of sporting performance through the development of talented coaches, e.g. support for the organisation of a high level coaching camp to be attended by Northern Ireland's leading coaches.

Only those coaches working with Northern Ireland's top athletes will be able to benefit from the limited funding available within this programme.

4. Future Priorities

Key Tasks & Programmes

Revenue Programmes

Performance Management

To assist with the appointment of key staff to develop and deliver high performance development plans for identified sports, e.g. support for the appointment of a performance director to implement a high performance development plan for a sport.

Starting Well

To create increased opportunities for people to get started and develop their interest in sport, e.g. support for the appointment of a development officer responsible for promoting sport in areas of high social need.

Major International Events (MIE)

To assist with the bidding for and hosting of major international events, e.g. support for the bidding and hosting of a major European sporting event.

Key Programme Issues

The number of sports that can benefit from this programme will be limited by the available budget, performance standards and the capacity of governing bodies.

Interpretation of the current directions regarding the funding of ongoing revenue costs will impact on the long-term funding of performance managers.

New themes within this programme could include:

- community-based sports development officers;
- community sports development co-ordinators;
- club development officers;
- strategic appointments in all five library board areas; and
- training and quality accreditation.

Interpretation of the current directions concerning the funding of ongoing revenue costs will impact on the long-term focus of this programme.

Priority will be given to events that reflect the strategic plans of governing bodies of sport.

4. Future Priorities

Key Tasks & Programmes

A4A

To give a broad range of groups, simple, fast lottery awards between £500 and £5,000, with priority to small local groups, e.g. support for the purchase of a major item of sporting equipment for a club with a low annual income.

Key Programme Issues

This programme will be reviewed and amended in light of the current needs of communities in Northern Ireland.

Priority Areas Budget

A separate budget designed to supplement awards within other programmes. This budget will be available to increase funding limits (and so reduce the need for partnership funding) where an application demonstrates high financial need in an area of low lottery uptake and/or high social need, e.g. support for a Club Sport project in an area of low lottery uptake, where the SCLF provides funding above the normal indicative upper limit and up to 95% of eligible project costs.

Key Programme Issues

This opportunity to access additional support will need carefully targeted marketing and applicant support.

Other Programme Commitments

SINI Revenue Funding

The SCLF will receive applications in respect of the ongoing costs of providing access to facilities and services for Northern Ireland's leading athletes.

Key Programme Issues

Interpretation of the current directions regarding the funding of ongoing revenue costs will impact on the long term funding of SINI.

SINI Capital Funding

The SCLF will assist in the provision of high quality facilities at SINI for Northern Ireland's top athletes.

The SCLF will continue to set aside £1.5m per year (up to 2002/2003) to fund the capital costs of SINI. This will represent a total investment of £6m by the SCLF in this project.

5. Proposed Programme Budgets

Based upon income estimates provided by DCMS and the current needs of sport, the indicative budget for individual programmes over the period of the Strategic Plan will be as follows:

	Indicative Annual Budget (£'000)					
	2002/ 2003	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008
Forecast Funding	7,063	6,800	6,630	6,370	6,240	6,000
Capital						
Club Sport	1,183	1,300	1,250	1,200	1,200	1,070
Sport Share	450	600	600	600	600	600
Performance Facilities	300	600	600	540	450	450
Community Sport	500	900	800	700	700	700
Play Sport	300	300	300	300	300	300
Safe Sports Grounds ¹	300	-	-	-	-	-
Revenue						
Talented Athlete / Talented Athlete Next Generation ²	350	470	550	500	460	350
Talented Junior	300	300	300	300	300	300
Talented Coach	150	150	150	150	150	150
Performance Management	280	280	280	280	280	280
Starting Well	500	500	500	500	500	500
MIE	150	150	150	150	150	150
A4A ³	200	250	250	250	250	250
Priority Areas Budget	200	500	500	500	500	500
Other Commitments						
SINI Revenue	400	500	400	400	400	400
SINI Capital	1,500	-	-	-	-	-
TOTAL	7,063	6,800	6,630	6,370	6,240	6,000

1. Conditional on other funding. 2. To include the costs of athlete medicine scheme. 3. Subject to the recommendations of a review.

The above levels of funding are subject to amendment if lottery income is lower or higher than anticipated or if the future needs of sport change.

6. Measuring Progress

6.1 Proposed Outputs & Outcomes

The proposed range of programmes have been designed with the following outputs and outcomes of lottery investment in mind.

Outputs	Outcomes
Increasing access to, and participation in sport and physical activity/recreation.	Developing partnerships.
Raising standards of sporting performance.	Generating employment.
	Promoting sustainable development.
	Improving social inclusion.
	Developing safer communities.
	Assisting urban regeneration.
	Increasing the number of volunteers.

6.2 Performance Indicators

The SCLF has in place a range of performance indicators to illustrate how the SCLF is performing against strategic goals and to assess the efficiency of its administrative systems. The following are the targets specified for the period of the plan:

CASE STUDY

A SCLF award of £6,200 helped the **Knights Wheelchair Basketball Club** host the final of the Willi Brinkman Cup for the first time in Northern Ireland. Teams from Israel, Poland, Germany, Spain, Belgium, Italy and Great Britain joined the home nation for three day's top class competition at the Antrim Forum in April 2001.



6. Measuring Progress

Performance

Performance Area

Achievement Of Objectives

Percentage of projects meeting their stated objectives.

Target

To ensure the percentage of projects achieving two-thirds of their targets, or more, is greater than 60% of all funded schemes.

Funding By Sport

Total number of sports in receipt of lottery funding.

To ensure the number of sports receiving lottery awards is not less than 20 each year.

Funding By TSN Area

Percentage of capital awards made to TSN areas.

To ensure the percentage of lottery capital awards made to projects in TSN areas is not less than 50% of total awards each year.

Customer Satisfaction

Average satisfaction scoring with SCNI administrative and applicant support procedures (both successful and unsuccessful applicants will rate their satisfaction / dissatisfaction on a scale of one to five, where five is "very satisfied" and one is "very dissatisfied", and the average score for the year will be calculated).

To ensure the average customer satisfaction score is not less than three.

Administration

Performance Area

Administrative Costs

Average administrative costs of processing and monitoring applications and awards.

Target

To ensure the average administrative cost of processing an application does not exceed £1,500.

Processing Times

Average processing time per application.

To ensure the average processing time (from programme closing date to Council decision) for an application does not exceed 100 days.

6. Measuring Progress

Monitoring

Percentage of projects receiving in-depth monitoring in a period.

To ensure the following in-depth monitoring quotas for each programme area are achieved.

Capital Programmes:

20% of projects completed in any year.

"Talented" Programmes:

75% of projects currently in receipt of funding.

MIE Programme:

75% of events funded by the SCLF.

In addition to the above, the SCLF will contribute to the SCNI's overall New TSN Action Plan and will provide evidence in the following areas.

New TSN Area

Evidence To Be Provided By SCLF

Access and Participation

The number of new members of sports clubs (analysed by the geographical location and target group of new members).

Employability

The number of people who have received training/ qualifications in relation to sport.

Increases in self-confidence and skills that can be used in the wider community.

Social Inclusion

The number of people involved in voluntary work related to sport (analysed by the geographical location and target group of volunteers).

Increases in community confidence and self-esteem gained from sporting opportunities.

6.3 Research

The research strategy proposed by the SCLF for the next six years (attached at Appendix V) will ensure comprehensive evaluation of the SCLF's investment and will measure progress against the outcomes and indicators noted above.

7. Reviewing The Strategic Plan

- 7.1 A strategy monitoring group (comprising of representatives from local government, education, voluntary sector and sport) will be established. The strategy monitoring group will meet annually to discuss progress of the Strategic Plan and to consider any appropriate amendments. The group will also report to the Sports Council each year.
- 7.2 The results of the SCLF's ongoing research and evaluation programme will be fed into the work of the strategy monitoring group.
- 7.3 The SCLF programmes contained in the Strategic Plan will be subject to a major review every three/four years.
- 7.4 The Strategic Plan will be reviewed in light of reviews undertaken of other key documents, including the Strategy for the Development of Sport and the DCAL Strategy.
- 7.5 The SCLF's annual report will provide information of its progress against the key performance indicators. The annual report will also summarise the SCLF's research and evaluation activities undertaken during the year.
- 7.6 The SCLF will make quarterly reports to DCAL on its progress against key performance indicators.

CASE STUDY

Belfast Amateur Boxing Club received a 'Club Sport' award of £40,000 to assist in the extension and refurbishment of its previous boxing club that had become seriously dilapidated and unfit for use. The new, refurbished facility has enabled the club to develop its membership, which is drawn from an area of considerable disadvantage. As a result of the new lottery funded facilities, the club also successfully hosted the American boxing team over a two-week period while they were competing in the 2001 World Amateur Boxing Championships in Belfast.



Appendix I

THE GOVERNMENT'S POLICY DIRECTIONS

The Policy Directions ask that the SCNI takes into account certain matters in determining “the persons to whom, the purposes for which and the conditions subject to which” it distributes lottery money. They are as follows:

- A. To ensure that money is distributed for projects that promote the public good or charitable purposes and which are not intended primarily for private gain.
- B. To ensure that it considers applications which relate to the complete range of (its) activities and in respect of which it has the power to distribute money, taking into account:
 - (i) its assessment of the needs of sport and its priorities for the time being for addressing them;
 - (ii) the need to ensure that all parts of Northern Ireland have access to funding; and
 - (iii) the scope for reducing economic and social deprivation at the same time as creating benefits for sport.
- C. To promote access to sport for people from all sections of society.
- D. To promote knowledge of and interest in sport by children and young people.
- E. To further the objectives of sustainable development.
- F. For money to be distributed to projects only where they are for a specific time-limited purpose.
- G. For applicants to demonstrate:
 - (i) the financial viability of the project for the period of the grant;
 - (ii) where capital funding or setting-up costs are sought, for a clear business plan beyond the period of the grant for associated running and maintenance costs; and
 - (iii) in other cases, for consideration to be given to likely availability of other funding to meet any continuing costs for a reasonable period after completion of the period of the lottery award, taking into account the size and nature of the project, and for lottery funding to be used to assist progress towards viability beyond the period of the grant wherever possible.
- H. To require an element of partnership funding and/or contributions in kind, from other sources, commensurate with the reasonable ability of different kinds of application, or applicants in particular areas to obtain such support.
- I. The desirability of working with other organisations, including other distributors, where this is an effective means of delivering elements of its strategy.
- J. To ensure that its powers to solicit applications are used only in connection with the pursuit of strategic objectives.
- K. To collect such information as it considers necessary to make decisions on each application, including independent advice when required.

Appendix II

EQUALITY IMPACT ASSESSMENT

Background

Section 75 of the Northern Ireland Act (1998) requires all public bodies to have due regard to the need to promote equality of opportunity:

- between persons of different religious belief, political opinion, racial group, age, marital status or sexual orientation;
- between men and women generally;
- between persons with a disability and persons without; and
- between persons with dependants and persons without.

Assessment of Impacts

Equality Criteria

Possible Impact

Religious Belief

The Strategic Plan will not have an adverse differential impact on the grounds of religious affiliation.

Political Opinion

The Strategic Plan will not have an adverse differential impact on the grounds of political opinion.

Racial Group

The Strategic Plan will not have an adverse differential impact on the grounds of race.

Age

Capital and revenue awards will cater for a wide range of ages.

Several SCLF programmes will, however, give a higher priority to projects focusing on youth development. This is a priority for the SCNI overall, which was established under the Youth and Recreation Service Order 1973. A focus on youth is also required by the Policy Directions under which the SCLF operates (refer to Appendix I (D)).

Marital Status

The Strategic Plan will not have an adverse differential impact on the grounds of marital status.

Sexual Orientation

The Strategic Plan will not have an adverse differential impact on the grounds of sexual orientation.

Appendix II

EQUALITY IMPACT ASSESSMENT

Equality Criteria

Possible Impact

Gender

The SCLF specifies equality of opportunity for all awards it makes. Where an applicant discriminates on the grounds of gender, a specific condition of award will be made to rectify this situation.

The Strategic Plan will therefore not have an adverse differential impact on the grounds of gender.

Disability

All SCLF programmes are open to persons with a disability and those without a disability. All funded facilities are required to provide for disabled access in line with current legislation. Furthermore, applications directed at ensuring full participation of this underrepresented group are afforded a higher priority.

The Strategic Plan will not therefore have an adverse differential impact on the grounds of disability.

With/Without Dependants

The Strategic Plan will not have an adverse differential impact on the grounds of persons with dependants and those without dependants.

Appendix III

LINKS BETWEEN SCLF PROGRAMMES & KEY EXTERNAL STRATEGIES

	Northern Ireland Programme for Government					DCAL Corporate Strategy				
	Growing as a Community	Working for a Healthier People	Investing in Education & Skills	Securing a Competitive Economy	Developing N/S E/W & International Relations	Increasing Participation in Culture, Arts & Leisure	Promoting & Celebrating Cultural Diversity	Contributing to a Positive Image of Northern Ireland	Making Available Cultural & Information Resources	Levering Resources to Maximise Social & Economic Impact
Capital Programmes										
Club Sport	✓	✓		✓		✓	✓			✓
Sport Share	✓	✓	✓	✓		✓	✓		✓	✓
Performance Facilities		✓		✓		✓	✓	✓		✓
Community Sport	✓	✓		✓		✓	✓			✓
Play Sport	✓	✓	✓	✓		✓	✓			✓
Revenue Programmes										
Talented Junior	✓	✓			✓	✓				
Talented Athlete Next Generation		✓			✓		✓			
Talented Athlete		✓			✓		✓			
Talented Coach		✓			✓		✓			
Performance Management		✓	✓				✓			
Starting Well	✓	✓	✓			✓	✓		✓	✓
MIE	✓	✓		✓		✓	✓			✓
Other Programmes										
A4A	✓	✓		✓		✓	✓		✓	✓
Priority Areas Budget	✓	✓		✓		✓				✓
SINI	✓	✓	✓	✓		✓		✓		✓

Appendix III

LINKS BETWEEN SCLF PROGRAMMES & KEY EXTERNAL STRATEGIES

	New TSN (Outcome and impact indicators which SCLF programmes will contribute to)				Policy Action Team (Aspects of exclusion which SCLF programmes have taken into account)								
	Access & participation	Employ-ability	Promoting social inclusion	Poverty	Gender	Youth	Youth & Delinquency	Sexuality	Age	Ethnicity	Disability	Exclusion in Rural Areas	Exclusion in Cities
Capital Programmes													
Club Sport	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Sport Share	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Performance Facilities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Community Sport	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Play Sport	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Revenue Programmes													
Talented Junior	✓	✓	✓			✓							
Talented Athlete Next Generation	✓	✓				✓							
Talented Athlete	✓	✓											
Talented Coach	✓	✓											
Performance Management		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Starting Well	✓	✓			✓	✓	✓		✓	✓	✓	✓	✓
MIE	✓	✓		✓	✓	✓					✓	✓	✓
Other Programmes													
A4A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Priority Areas Budget	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
SINI	✓	✓	✓										

Appendix IV

HISTORICAL ANALYSIS OF SPORTS COUNCIL LOTTERY FUNDING

Awards By Local Authority Area (SCLF Capital Programmes)

Local Authority Area	No. Applications Received	No. Awards Made	Success Rate	Total Value of Awards	Average Award Value	Total Local Authority Population	Average Award per Head of Population	Difference From NI Average (+ or -)
Antrim	30	13	43%	£826,493	£63,576	48,500	£17.04	-£10.21
Ards	32	14	44%	£1,370,270	£97,876	66,700	£20.54	-£6.71
Armagh	40	26	65%	£2,162,375	£83,168	52,500	£41.19	+£13.93
Ballymena	23	13	57%	£1,053,683	£81,053	57,500	£18.32	-£8.93
Ballymoney	14	10	71%	£739,498	£73,950	24,600	£30.06	+£2.81
Banbridge	26	16	62%	£1,466,079	£91,630	37,300	£39.31	+£12.05
Belfast	137	79	58%	£7,410,447	£93,8032	96,700	£24.98	-£2.28
Carrickfergus	16	10	63%	£626,411	£62,641	34,900	£17.95	-£9.31
Castlereagh	21	14	67%	£1,087,768	£77,698	63,400	£17.16	-£10.10
Coleraine	30	14	47%	£649,021	£46,359	54,100	£12.00	-£15.26
Cookstown	29	19	66%	£1,789,241	£94,171	31,300	£57.16	+£29.91
Craigavon	44	26	59%	£1,622,661	£62,410	78,100	£20.78	-£ 6.48
Derry	51	26	51%	£1,368,910	£52,650	102,800	£13.32	-£13.94
Down	60	35	58%	£2,224,546	£63,558	60,700	£36.65	+£9.39
Dungannon	58	34	59%	£1,629,503	£47,927	46,800	£34.82	+£7.56
Fermanagh	69	45	65%	£2,440,183	£54,226	54,700	£44.61	+£17.36
Larne	13	11	85%	£501,603	£45,600	30,000	£16.72	-£10.53
Limavady	28	19	68%	£1,208,722	£63,617	30,900	£39.12	+£11.86
Lisburn	47	29	62%	£2,792,620	£96,297	106,000	£26.35	-£0.91
Magherafelt	36	27	75%	£1,675,089	£62,040	37,000	£45.27	+£18.02
Moyle	21	11	52%	£608,944	£55,359	14,800	£41.14	+£13.89
Newry & Mourne	70	47	67%	£3,374,855	£71,805	84,100	£40.13	+£12.87
Newtownabbey	26	16	62%	£1,261,558	£78,847	78,600	£16.05	-£11.20
North Down	27	14	52%	£1,293,432	£92,388	74,000	£17.48	-£9.78
Omagh	51	34	67%	£2,717,467	£79,926	46,900	£57.94	+£30.69
Strabane	28	17	61%	£1,041,914	£61,289	36,100	£28.86	+£1.61
TOTAL	1,027	619	60%	£44,943,293	£72,606	1,649,000	£27.25	

Appendix IV

HISTORICAL ANALYSIS OF SPORTS COUNCIL LOTTERY FUNDING

Awards By Sport (All SCLF Programmes)

Sport	No. Applications Received	No. Awards Made	Success Rate	Award Value	Average Award Value
Aerobics	2	1	50%	£5,000	£5,000
Angling	24	13	54%	£398,112	£30,624
Archery	5	2	40%	£5,650	£2,825
Association Football	198	120	61%	£6,970,310	£58,086
Athletics	49	40	82%	£3,335,127	£83,378
Badminton	20	12	60%	£901,018	£75,085
Basketball	8	3	38%	£187,000	£62,333
Billiards & Snooker	4	2	50%	£58,035	£29,018
Bowls	81	45	56%	£1,738,118	£38,625
Boxing	62	51	82%	£1,081,416	£21,204
Camogie	16	11	69%	£117,086	£10,644
Canoeing	8	4	50%	£265,675	£66,419
Cricket	46	35	76%	£1,710,955	£48,884
Cycling	40	25	63%	£364,743	£14,590
Disability Sport	12	6	50%	£69,382	£11,564
Equestrian	23	12	52%	£332,389	£27,699
Fencing	10	8	80%	£72,270	£9,034
Gaelic Football	279	183	66%	£11,074,798	£60,518
Gliding	4	4	100%	£42,350	£10,588
Golf	50	26	52%	£1,610,894	£61,957
Gymnastics	6	6	100%	£132,949	£22,158
Handball	5	5	100%	£216,123	£43,225
Hockey	26	18	69%	£2,042,888	£113,494
Horse Racing	3	3	100%	£175,000	£58,333
Hurling	29	20	69%	£1,419,810	£70,991
Ice Skating	6	2	33%	£18,480	£9,240
Judo	6	6	100%	£97,895	£16,316
Motorcycling	18	9	50%	£420,413	£46,713
Mountaineering	10	6	60%	£384,982	£64,164

Appendix IV

HISTORICAL ANALYSIS OF SPORTS COUNCIL LOTTERY FUNDING

Awards By Sport (All SCLF Programmes)

Sport	No. Applications Received	No. Awards Made	Success Rate	Award Value	Average Award Value
Netball	2	1	50%	£36,464	£36,464
Orienteering	3	3	100%	£116,307	£38,769
Rambling	1	1	100%	£100,000	£100,000
Rowing	18	17	94%	£244,264	£14,368
Rugby Union	35	21	60%	£1,465,927	£69,806
Sailing/Yachting	53	28	53%	£1,093,317	£39,047
Shooting	41	33	80%	£599,110	£18,155
Skiing	3	3	100%	£22,488	£7,496
Squash	7	6	86%	£69,415	£11,569
Sub Aqua	19	15	79%	£208,945	£13,930
Surfing	4	1	25%	£2,500	£2,500
Swimming	39	27	69%	£2,720,920	£100,775
Table Tennis	10	7	70%	£64,310	£9,187
Taekwondo	1	1	100%	£600	£600
Tennis	43	31	72%	£1,702,928	£54,933
Tenpin Bowling	5	4	80%	£181,823	£45,456
Trampoline	1	1	100%	£13,000	£13,000
Triathlon	12	9	75%	£74,060	£8,229
Tug Of War	1	1	100%	£10,500	£10,500
Volleyball	4	1	25%	£2,500	£2,500
Water Ski-ing	10	6	60%	£88,343	£14,724
Weightlifting	4	3	75%	£24,432	£8,144
Yoga	1	1	100%	£3,170	£3,170
Multi Sports	100	60	60%	£6,110,166	£101,836
Others	40	0	0%	£ -	£-
TOTAL	1,517	967	64%	£50,339,986	£52,058

Appendix V

RESEARCH STRATEGY (2002-2007)

The SCLF aims to undertake, commission or contribute to the following research projects during the period of the Strategic Plan:

Lottery Programmes

Evaluation of individual lottery programmes (i.e. 14 research projects). The following are examples of the type of research and evaluation of programmes that will be undertaken:

- evaluation of the SCLF's investment in athletes participating in the 2002 (Manchester) and 2006 (Melbourne) Commonwealth Games;
- tracking of athletes funded through the SCLF's Talented Athlete and Talented Athlete Next Generation programmes;
- evaluation of the economic and sports development impact of the Major International Events programme.

Equal Opportunities

- Impact of (and access to) funding by the nine target groups referred to in Section 75 of the Northern Ireland Act (1998).
- Evaluation of lottery funded projects where equal opportunities has been made a specific condition of award.

Customer Feedback

- Annual survey of applicants to determine levels of satisfaction with SCLF application procedures, programmes, policies, etc.

Mapping Of SCLF Awards

- Evaluation of all SCLF awards through geographical information systems (GIS)/mapping analysis.

Community Audits

- Audits of community needs and facilities provision in areas of low lottery uptake and/or high social need.

Facilities Database

- Upgrading of Northern Ireland Recreational and Sports Facilities Database to assist in the development of a Northern Ireland facilities strategy.

Appendix VI

DELEGATION OF DECISION MAKING

As part of its Strategic Plan, the SCLF is required to publish the following information on internal and external delegation of decision making.

Internal Delegation

There are three levels of internal delegation within the SCLF:

Delegation Level 1 - Officer Level

Decisions made at officer level are approved by the lottery manager and director. Once approved, an applicant is informed of the decision immediately, thereby securing a quicker turnaround time.

This operates for the smaller revenue awards such as those made under Talented Athlete Next Generation and for decisions regarding increases in award of up to £10,000.

Delegation Level 2 - Lottery Committee Level

Delegated decisions made by the Lottery Committee are communicated to an applicant without first going to the Sports Council. This operates for larger revenue awards such as those made under Talented Athlete and Talented Junior.

Delegation Level 3 - Sports Council Level

Decisions made at Council level will follow a procedure where a lottery officer presents proposals to the Lottery Committee, which in turn makes recommendations to the Sports Council. Applicants are only informed after Sports Council approval has been obtained.

This operates for most capital programmes such as Club Sport and Community Sport.

External Delegation

The A4A Programme is the only SCLF programme delegated to a third party. The programme is administered by the Community Fund in Northern Ireland, as the vast majority of funding comes from this source.

It is considered that there are limited opportunities for further external delegation of decisions. This situation will be reviewed as necessary by the SCNI.

Appendix VII

SCLF STRATEGY STEERING GROUP

A steering group was established to assist in the development of this Strategic Plan. The steering group comprised a cross-section of the community.

Chair

Mr Ronnie Trouton (Chair, Sports Council Lottery Committee)

Members

Mr Jack Gallagher (Member, Sports Council Lottery Committee)

Dr Aiden Hamill (Member, Sports Council Lottery Committee)

Mr Mervyn Hill (Member, Sports Council Lottery Committee)

Mrs Noleen McConnell (Member, Sports Council Lottery Committee)

Mr Robert McVeigh (Performance Manager, Ulster Rifle Association)

Mr Roy Millar (Irish Football Association)

Mr Brian Miller (Department of Education)

Dr Marie Murphy (Member, Sports Council Lottery Committee)

Mr Stephen Reid (Chief Leisure Officers Association)

SCLF

Mr Paul Copeland (SCLF Monitoring Officer)

Mr Nick Harkness (SCLF Director)

Glossary

OF TERMS

A4A: Awards for All

DCAL: Department of Culture, Arts and Leisure

DCMS: Department for Culture, Media and Sport

NLDF: National Lottery Distribution Fund

NOF: New Opportunities Fund

SCLF: Sports Council Lottery Fund

SCNI: Sports Council for Northern Ireland

SINI: Sports Institute Northern Ireland

TSN: Targeting Social Need