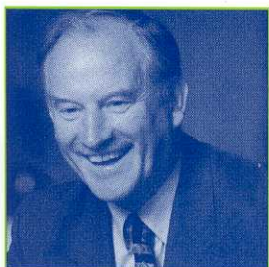




SPORTS COUNCIL FOR NORTHERN IRELAND



Don F Allen
Chairman

Chairman's Foreword

This year is officially my last as Chairman of the Sports Council for Northern Ireland and I would like to take this opportunity to thank my Council colleagues, past and present, and all the staff of the Sports Council, led by the Chief Executive, Eamonn McCartan, with whom I have shared the enjoyment of many years of service to sport.

I am privileged to have had the opportunity to be Chairman for the past nine years and feel we have achieved much in that time but as my term draws to a close I am also very excited looking forward to a new Millennium and the new atmosphere of agreement and partnership which now prevails in Northern Ireland.

It is appropriate therefore that the main theme of this Annual Report should be "reconciliation through sport" in a year which has witnessed both high and low points.

We all followed avidly the events surrounding the Good Friday Agreement, and shared in the grief and tragedy of the unhappy events of Omagh. However, I feel that out of the Omagh tragedy the Province was brought closer together and significantly it was sporting events which helped to act as a much needed focus for reconciliation.



The Sports Council for its part launched a major new community relations initiative "Sport Without Prejudice", through a nation-wide billboard campaign. The initiative moves the Sports Council from a non-sectarian to an anti-sectarian policy and we will actively pursue programmes and projects which foster this new sense of social inclusion and community integration.

In this new era of agreement we believe that sport can play a significant role, boosting Northern Ireland's standing on the international stage. Helping to underpin the current peace process were major international events, including the World Cross Country Championships. This was the result of 18 months of hard work culminating in one of the best weekends of world class sporting action ever seen in the Province. Over 700 athletes from 70 countries converged at Barnetts Demesne in Belfast for the competition. This gathering of elite athletes in March was complemented by the power and exhilaration of the World Power Boat Championships hosted in Bangor months earlier. The Power Boat



Championships were beamed to a world-wide television audience of millions and both events have demonstrated how Northern Ireland can play host to top class sporting action.

These events have provided an impetus to the development of sport throughout the Province and have maximised Northern Ireland's exposure internationally through television coverage. As to the future I eagerly await other World Championships which are coming to Northern Ireland including the World Individual & European Team Young Rider Championships in Necarne in September and the World Amateur Boxing Championships destined for Belfast in 2001.

The provision of national sporting facilities has also been strengthened this year with the introduction of many new and exciting projects. Work began on the Odyssey Arena, a 10,000 seater stadium capable of providing a 200 m athletics track, an ice-hockey pad and a basketball court. Many other sports will also be able to avail of this marvellous new facility which should open in the year 2000.

The Sports Council also continued in its quest to establish an organisation focused upon excellence. Following the location of the Headquarters site for the United Kingdom Sports Institute in Sheffield, Northern Ireland was faced with the challenge of establishing a satellite centre. Plans are already underway with the appointment in November of a full-time Project Manager.

In conclusion therefore the Sports Council has continued to achieve maximum benefit for the sporting public of Northern Ireland and it gives me great pleasure to introduce to you the 1998/99 Annual Report. Its successes have been achieved in what has been a challenging time and it only remains for me to thank the staff for their hard work and dedication and to wish the organisation every success for the future in its endeavours to make sport happen for all of us.

Yours sincerely

Don F Allen
Chairman



E McCartan
Chief Executive

Chief Executive's Overview

The Sports Council for Northern Ireland faced another challenging year and I am pleased to report that yet again, our staff met the challenges with enthusiasm, purpose and robust professionalism. As we enter our 25th year of service to sport, we continue to place emphasis on our customers whilst striving to further innovate our product range and promote the importance of planned and measurable outcomes.

The Sports Council maintained its pivotal role in the Department of Education's Strategy for the Development of Sport, and the main focus of this remains our young people. The Strategy has 103 listed targets of which 73 have already been developed and I am pleased to report that this represents an achievement of 71% of targets set, which is tremendous considering the Strategy was launched little over a year ago.

In particular, major targets reached this year included the extension of our Youth Sport Programme to the Southern and Western Education and Library Boards. This means that 24 of the 26 District Councils are now currently linked to the scheme, involving 400 schools and 600 coaching staff.

Another new initiative is Kids First, a programme exclusive to Northern Ireland. It is designed to meet the needs of developing a coaching programme based around children and improving the training requirements of teachers. This programme along with the recently launched Sports Parent Pack supports existing programmes such as the After School Activity Pack and Kids Stuff, distributed to over 1,000 primary and post primary schools.

Another significant development this year was the establishment of a Centre of Excellence for our elite athletes, the United Kingdom Sports Institute (UKSI). Fundamental to the success of the UKSI will be the ease with which our elite performers climb the performance ladder. Key steps in helping them do this include the introduction of a Sports Interactive CD soon to be launched; this is an interactive computer package matching the physiological and skill attributes with sports best suited to young people. Also the Regional Performance Squads continue to deliver quality coaching promoting a step-up into interprovincial and national junior squads.

In broad terms, therefore, the Strategy has had a very successful year with most progress in the "starting well", participation end of the business. This reflects the priority given to these areas whilst next year we will see a concentration of efforts under aim three of the Strategy, Striving for Excellence.

The Sports Council will continue to maintain the close dialogue which



now exists with all our partners and the building of strategic alliances will continue to deliver clear measurable benefits.

Other successes for the Sports Council this year included our National Mountain Centre, in Tollymore, again experiencing an exceptional annual increase in throughput. The Centre continues to consolidate in its core areas and we welcome a new manager, Trevor Fisher, to the post vacated by Nick Harkness who moved on secondment to the post of Project Manager for UKSI.

The Lottery Sports Fund continued to distribute to a wide range of projects with over £35 million awarded since its inception in November 1994. Many capital projects which have received funds have now been completed and the benefits are becoming evident. In a survey of over 150 clubs, 92% stated that Lottery funding had had a significant impact on their club with 59% reporting increases in membership and 65% an increase in the number of coaches.

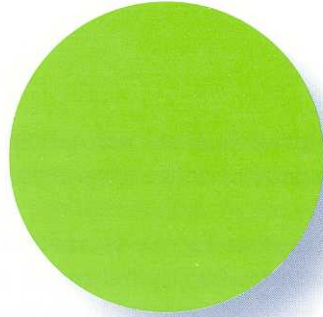
Awards under the Lottery's Development of Talented Individuals programme provided significant funding for athletes training and preparing for the Commonwealth Games held in Kuala Lumpur in September 1998.

Our successful relationships with the media continued with an average of 80 stories per month in both the regional and national press and we again ran the UTV Giant Bag and the BBC Sports Reporter competitions the latter attracting almost 1,000 entrants.

In summary, therefore, as we strive forward with the Strategy for the Development of Sport, we will also continue to enhance the skills of our performers and coaches while simultaneously nurturing the confidence and talent of our young people. This in turn will bring benefits to the community, helping us all to recognise the opportunity that Sport can play in many aspects of peoples lives.

E McCartan,
Chief Executive

SPORTS DEVELOPMENT



- **AIM 1 – Starting Well**
To enable as many people as possible, and especially young people, to take up sport.
- **AIM 2 – Staying Involved**
To enable as many people as possible to remain lifelong active participants in sport.
- **AIM 2 – Striving for Excellence**
To enable all those who wish to improve to reach their optimum level of achievement.



SPORTS DEVELOPMENT



AIM 1 - STARTING WELL

To enable as many people as possible, and especially young people, to take up sport.

Objective 1

To create locally available high quality sporting opportunities

Objective 2

To equip volunteers, especially those working with young people, for the challenges they face in the development of sport.

The Sports Development Unit working together with key partners, has continued to meet the challenges and targets agreed within the Strategy for the Development of Sport. All Sports Development Unit programmes now work towards the implementation of the strategy across the key sectors.

1 To create locally available high quality sporting opportunities

Under the aim of "starting well" the Strategy reaffirmed the Council's decision to make young people the priority within its programmes. Youth Sport, the Council's flagship programme which seeks to create quality sporting opportunities in the after school period was extended to the Southern Education and Library Board and parts of the Western Education and Library Board, thereby completing the programme's planned implementation throughout the 5 NI Education and Library Boards. 24 out of a possible total of 26 District Councils are currently linked to the Youth Sport programme.

A sports development Youth Sport team now co-ordinates this expanding programme which involves:

- 5 Education based sports development officers;
- 78 School sports co-ordinators;
- 390 primary and post primary schools; and
- more than 600 coaches involved in coaching after school programmes.

Having already met many of the 7 year targets set within the strategy our priority for the future will be to sustain these programmes - a real challenge given that a large proportion of the current funding has been secured from external partners on a short term basis including for example - EU Special Support Programme for Peace and Reconciliation.

Key to meeting this challenge is the need to evidence that the programme has realised value for money and is meeting its objectives. During the year the Centre for Leisure Research were commissioned to undertake a full evaluation of Youth Sport and are due to report their



findings in May 1999. Feedback from partners has overwhelmingly confirmed that Youth Sport is doing the right thing and bringing about real change in ensuring a positive first sporting experience for young people.

2 To equip volunteers, especially those working with young people, for the challenges they face in the development of sport.

The Strategy for the Development of Sport highlighted and fully endorsed the crucial role played by volunteers (the engine) within the sporting system. Clearly in order to develop sporting opportunities and raise standards of performance, there is a need to develop the capacity of the voluntary sector so that it can react positively to changes and the ever increasing demands that it faces including for example, child protection, changing legislation etc.

With such a broad field the Council has had to focus its efforts. In responding to the challenge of equipping volunteers who deal with young people, we have been working to a plan of developing new resources for supporting young people in their sporting context and benchmarking quality standards of provision. Significant developments completed during the year include:

1. Kids First - the development and delivery of a DENI initiated training course for primary school teachers, coaches and sports development officers which seeks to develop an understanding of the complimentary roles of PE and sport in schools.
2. Sports Parents Pack - a pack to assist sports development officers to work with clubs and other organisations aiming to inform parents on the benefits of sport to young people.
3. BT TOPS programme - providing quality training, equipment and resources to those who provide sporting activity programmes for young people. TOPS is tailored for delivery at curriculum and community level and requires co-ordinated planning as a pre-condition of implementation.

These three resources complete the menu which also includes:

- the Disability Resource Pack - distributed to 1306 schools with associated training delivered through the Education and Library Board;
- the After School Activity Pack -distributed to over 1000 schools;
- Kids Stuff - specific mini-sports resources to support coaching course for primary aged pupils.



Quality matters

Quality resources are properly optimised when delivered through a sound training programme. The Council has continued with its quality assurance drive by delivering the following kite-mark and training programmes:

Target Group	Programme	Results
Schools	Sports Mark – establishes quality standards for sports programmes in schools	8 schools awarded Gold Mark, 20 schools awarded Sports Mark
Coaches	NIIC – child centre training programme	22 courses provided involving 393 coaches
Club Administrators/ coaches	Child protection – to raise awareness and develop appropriate safeguards for ensuring that children are safe within the sporting environment	22 courses provided involving 503 coaches

AIM 2 - STAYING INVOLVED

To enable as many people as possible to remain lifelong active participants in sport.

Objective 3

To provide structured opportunities for participants to continue their involvement by fostering co-operation between sports organisations, education services, district councils and community groups.

Objective 4

To train and support volunteers to deliver sport so that as many people as possible are encouraged to sustain their interest.

The Council continues to follow a more rationalised approach in its pursuit of this strategic objective. The scale of the sporting environment in contrast with the limited resources available to the Council means that we need to act as a catalyst agency seeking to influence the programmes of the key agencies which sustain sporting activity in Northern Ireland namely; schools and clubs, local authorities and Governing Bodies of Sport. In turn their results become the Sports Council's results.

Efforts during the year were focused on delivering programmes which address the two broad objectives of the strategy. Significant progress was recorded in the following programmes:

1 Club Development Initiatives

The NI Junior Club Development pack continues to act as the UK



standard in this area and underpins the club development and training programme delivered throughout the country. Six junior club development grants were awarded during the year and 14 development courses were delivered.

Junior Clubmark, a quality assurance scheme which works in tandem with club development training programme, providing a benchmark quality standard award for those clubs which have demonstrated that they are consistently meeting the standards set for either the Junior Clubmark or Junior Goldclub award. The Junior Clubmark scheme was launched during the year by Harry Williams - Coach to the European Cup Winning Ulster Rugby team. Fifteen clubs spanning 8 sports were successful in achieving the Clubmark award in the first round of the roll out programme.



2 Sports Leadership Training

The new All Ireland Leadership award was launched in Omagh during December by the Republic's Minister for Sport, Leisure and Tourism, Dr James McDaid. The revised award has successfully levered £270,000 funding from the EU Special Support Programme for Peace and Reconciliation enabling a full time scheme co-ordinator, Ian Gillespie, to be appointed and based in new offices in Armagh. The scheme is managed by a newly appointed All Ireland Steering Group which has overseen the production of new Tutor and leader manuals.

3. Sustaining Sports Development within District Councils

Having recently concluded the investment programme in District Council based Sports Development Officer appointments, the Council commissioned CIPFA to review and evaluate the programme. The main conclusions confirmed that the programme has realised value for money; it has been instrumental in creating appropriate new structures for improving co-ordination and development between the statutory and voluntary sector; and it has increased the capacity for sports development programmes to be delivered to the key agencies.

Similar to the Youth Sport programme, efforts have now been focused on augmenting the sports development officer programme. Support programmes include training, work programming and networking. The annual sports development conference forms one part of the



networking programme. This year it was held during February in Cookstown and addressed issues relating to talent identification and performer development.

Throughout the year work has progressed on establishing a new Northern Ireland Association of Local Sports Advisory Groups. The creation of this new body should ensure improved communication between local groups and will prove to be of significant benefit in helping to co-ordinate the delivery and the strategy objectives.

4 Equality of Opportunity

The Sports Council for Northern Ireland will continue to strive to ensure equality of opportunity for everyone to take part in sport and progress to their chosen level. Since the establishment of Disability Sports N.I. in 1997 as an independent organisation tasked with developing opportunities for people with disabilities to take part in sport, Sports Council Northern Ireland has continued to support this transaction to independence.

We have also continued to evaluate our policies and programmes in terms of their impact upon women and other marginalised groups and have worked closely with organisations such as Training for Women Network to increase the numbers of female coaches.

Funding for the Community Relations programme has been secured for the next 3 years from the International Fund for Ireland and this will be used to support a national Equality Training Programme and Demonstration Projects.

AIM 3 - STRIVING FOR EXCELLENCE

To enable all those who wish to improve, to reach their optimum level of achievement.

Objective 5

To establish an organisation focused on the development of excellence.

Objective 6

To identify talented performers and offer them the support they need.

Objective 7

To raise the standard of coaching for high level performers.

Each of the Strategy objectives in this area are supported by Sports Council programmes.



1. To establish an organisation focused upon excellence

Following the decision that Sheffield would become the Headquarters of the UK Sports Institute, Northern Ireland was faced with the challenge of establishing a satellite centre able to deliver a menu of services and provide facilities to benchmarked standards for an audience of identified performers. The aim is simple - to develop and support sports performers of world class status!

SCNI in responding to the challenge have laid the foundations for the establishment of a UKSI - NI company serviced by a full time project manager who was appointed in November 1998. The process of engaging key delivery partners and determining a principle partner was initiated involving UUJ, QUB and Belfast City Council. Having confirmed a designated preferred service provider and site for the Institute, detailed facility, service and business plans will be drawn up.

In comparison with other UK regions, Northern Ireland will have a limited number of qualifying athletes as well as limited capital and revenue budgets. As a result the NI Network Centre will initially focus on where the largest gaps exist. While the final facility plan will rely on the outcome of the consultation process, we anticipate the following facilities will be priority.

- Network Headquarters base
- Indoor training centre
- Athletics training track
- Sports medicine facilities
- Sports science base
- 50 metre training pool
- Games pitches
- Other sports specific facilities

2. To identify talented performers and offer them the support they need.

The Performance Ladder

How can we improve the level of performances within sport? This topic has recently attracted much attention from the key players involved in NI sport. The conclusion reached within the Strategy for the Development of Sport was that each sport needs to have developed an appropriate and effective performance pathway system which ensures that talented performers are identified and developed so that they are able to perform within competition to the best of their ability.

Historically, the majority of Governing Bodies have concentrated their limited resources by supporting performers who are identified and placed within Interprovincial/National squads. Recent developments which have impacted on the sporting environment; including for example new Lottery revenue programmes, the expansion of Youth



Sport programmes and the growing interest of Local authorities in performance support programmes, means that new rungs of a performance ladder are now available to Governing Bodies. The Council has continued to develop new policy in this area arising out of the Performance and Excellence Strategy (1995) in an effort to shape a common performance ladder structure owned by sport and which is accessible to talented performers. Key steps in the performance ladder include:

1. *Sports Interactive* - NI derivative of an Australian interactive computer package designed for use in schools, it matches physiological and skill attributes with the sports that young people are best suited to and provides users with introductions to local clubs. Following the pilot of the programme which attracted significant interest from other countries, the Council joined with other Home Country Sports Councils to review necessary changes needed to deliver a more dynamic programme. In partnership with the Scottish Sports Council the Council have commissioned NICLR to undertake further development of the programme, and anticipate a national launch and roll out of an Internet compatible product within 1999/2000.
2. *Regional Performance Squads* - a quality coaching programme which develops identified performers already active within a sport by placing them into regional squads thereby providing a stepping stone into Interprovincial/National junior age squads. After a successful pilot in the North Eastern Board of a Halloween multi-sport camp as a vehicle for co-ordinating District Council and School support for these regional squads, effort has been directed at replicating these Schools throughout the Province.

During the year the Council successfully established the third partnership based School of Sport in the South Eastern Education and Library Board involving the 5 District Councils and 12 Governing Bodies of sport. These multi-sport schools of sport provided opportunities for 312 identified performers, 16 Governing Body coaching camps together with 5 coach training courses. Planning was also undertaken to complete the roll out programme in 1999/2000 by establishing 3 new Schools of Sport.

3. Support Services

Coaching

Coaching development projects and support for Northern Ireland's coaches has continued through a range of programmes and the work of the Northern Ireland Institute of Coaching. A major review of coaching development policy has been initiated, in order to take account of the issues raised and recommendations made in the strategic document, "The Development of Coaching in the United Kingdom".



Northern Ireland Institute of Coaching

The Institute has had its most productive year ever, with an annual turnover of £121,000. Membership figures have remained stable at a total of 663 full, associate and corporate members. It organised a total of 65 Coach Education courses attended by 1194 coaches. This represented a 40% increase in courses and a 100% increase in the number of coaches attending as compared with last year.

The Institute also organised two major conferences. The first, "Women in Sport - an untapped Resource" was held in the Stakis Park Hotel on 23/24 January 1999, with 100 delegates attending. The second was held in association with the World Cross Country Championships, its theme was "Developing World Class Endurance Athletes", and attracted over 80 coaches from around the world.



The Institute's Education and training programme for people working in the Fitness Industry continued: 121 people completed the Exercise and Fitness Award and 39 attended the free weight and circuit training courses.

Coaching Projects

SCNI together with other Home Country Sports Councils contributed to a major review of coaching, resulting in the publication of "The Development of Coaching in the UK" - a consultation document. This will be distributed as part of an extensive consultation process.

A pilot project involving High Performance Coaches was completed, using a support programme developed by the NCF/BOA. Coaches undertook a needs analysis resulting in individual continuing professional development action plans.

SCNI is continuing to work closely with NCTC, Limerick, particularly on the issue of harmonisation of coach education systems.

Sports Science Support Programme (SSSP)

The Heat Acclimatisation Programme for Commonwealth Games athletes was a major focus this year. Athletes from 10 sports attended Heat Chamber sessions in August prior to departure to Kuala Lumpur.

Two pilot projects, involving an interdisciplinary approach to sourcing and co-ordinating sports science support were conducted with the Irish Ladies Hockey Team and Derry Senior Gaelic Team.



Sports Medicine

Close relationships have continued with the Northern Ireland Branch of the British Association of Sports Medicine. This culminated in the publication of Northern Ireland's first Sports Medicine, Exercise and Science Register.

SCNI also continued to support the Department of Sports Medicine at Musgrave Park Hospital, Belfast where DTI funded athletes have had access to a unique package of sports medicine services.

MAKING SPORT HAPPEN

The Strategy for the Development of Sport identified the Sports Council as the key agency in the empowerment and co-ordination of sporting bodies. This is a fundamental role which confirms that the Strategy targets will only be achieved by effective investment, co-ordination and support of individuals and agencies involved in providing sport and not solely by the delivery of successful programmes at an individual agency level.

The Council has over the past 3 years identified key changes required, in particular around the establishment of structures and frameworks which will allow the Strategy to happen. Significant milestones this year have included:

I. Governing Body Planning Review

The timely advent of new Lottery revenue programmes has coincided with a Council commitment to review its investment programme in the recognised Governing Bodies of sport. A comprehensive consultation based review was undertaken during the year involving 114 representatives of 47 Governing Bodies. The review is designed to improve the efficiency and efficacy of the Council investment in its principal partner in order to help achieve the targets set within the Strategy for the Development of Sport. The process will be concluded during 1999/2000 and a new programme launched for the beginning of the new Millennium in conjunction with two additional Lottery revenue programmes.

II. Strategic Planning

The negotiation and agreement of strategic plans for both its own work and the work of others continues to be a key work area for the Sports Council for Northern Ireland. During the year the Council in partnership with the Department of Environment, Environment and Heritage Service launched the first Countryside Recreation Strategy for Northern Ireland. This strategy heralds the beginning of a new era for countryside recreation in Northern Ireland built upon widespread support amongst all partners for new structures and greater co-ordination of planning and management.

The Council demonstrated its commitment to this agenda by



confirming financial support with EHS to appoint Dr. Caro-lynn Ferris as NI's Access and Activities Officer - a catalyst position in delivering the recommended new structures. The need to underpin strategic development in Countryside recreation at National level was agreed and supported by the Sports Council investing in the development by Antrim Borough Council of a local authority based countryside recreation strategy. The finalised production will be disseminated as an example of good practice.

III. Co-ordination and networking

The Council continues to develop strategic partnerships with its principal partners via formalised network structures. During the year the Council facilitated the creation of a Governing Body Development Officer network to complement the Local Sports Development Officer network.

The second Sports Development Officer Conference was held during February in Cookstown attracting a total of 97 delegates and speakers drawn from throughout the UK and Ireland.

TOLLYMORE MOUNTAIN CENTRE

In last year's annual report it was noted that Tollymore had experienced an exceptional annual increase in throughput (+36%) which was expected to plateau out. It is against this context that this year's overall decrease in student days (-17%) is noted. Notwithstanding, Tollymore continues to consolidate in many of its core areas. All skills courses recorded an increase in student numbers.

The Centre welcomed a new manager (Trevor Fisher) to the post vacated by Nick Harkness who moved on secondment to the post of project manager for the Northern Ireland Network Centre of the UKSI. Despite the overall decrease in numbers, investment in a number of key priorities has been possible including full time administrative support, technical equipment and facility refurbishment.

The Mountaineering Council of Ireland led indoor climbing wall project passed funding and planning milestones during the year. Construction work is due to start and be completed within the next financial year.

FACILITIES DEVELOPMENT AND FUNDING

The Council had no access to Capital Grant funding during the year and concentrated its resources towards its advisory and consultancy role with clubs, associations, District Councils and Government. In excess of 250 enquiries were handled requiring technical, funding and management advice.

The Facilities Database

It has informed Lottery decisions and has played a key role in advising at project planning stage. It has been maintained with the view to it being enhanced and marketed as a significant planning tool in 1999/2000.

NATIONAL FACILITIES

- **The United Kingdom Sports Institute**

The Council contributed to the debates and developments of the UKSI at UK level. The establishment of the Northern Ireland Network Centre was further advanced with the identification by the Council of a facilities and services brief leading to the seeking of bids from identified potential partners to become the service provider. The objective of a single site location was pursued and as mentioned in Sports Development the interest of Belfast City Council, The Queen's University of Belfast and the University of Ulster was tested. A decision about the preferred service provider is anticipated in June 1999 leading to the creation of the UKSI-NI Company, the formulation of prioritised facility and service needs, business plan development and the roll-out of services and facilities to NI athletes.

- **The Northern Ireland Sports Centre Company**

The Northern Ireland Sports Centre Company reviewed its position in the light of the UKSI-NI developments and at its October '98 meeting passed a resolution to wind-up the Company. It further agreed to pursue the transfer of the synthetic pitches to The Queen's University of Belfast. As a condition of transfer the University agreed to continue the usage policy of the Company which gives priority to booking by Governing Bodies for high level training. The pitches continued to make a valuable contribution to the development of a range of field and team sports and they played host during the year to a number of international events including an inaugural U18 European Hockey Tournament.



- **The Odyssey Arena**

The Council played a significant advisory role in the project development of the indoor area and through its Lottery Sports Fund contributed £2.5 m towards the provision of a 200 m hydraulic athletics track, an international scale ice hockey pad and the 91 x 46 m activity floor. The project went on the ground in June 1998 and the Arena is planned to be operational during 2000.

- **National Stadium**

The Council continued to raise the profile of its campaign to provide a National Stadium for major outdoor team sports and events. It succeeded in having the proposal raised for debate at Westminster. Briefing notes and advocacy documents were



prepared and the Northern Ireland Assembly was acquainted of the project. Government has invited the Sports Council to form a working party to manage an initial feasibility study for Government consideration. The study will be available in July 1999.

- **National Provision**

The Council through its Lottery Sports Fund and in association with a range of funders supported developments at Casement Park, Belfast to upgrade the spectator facilities to accommodate 35,000. Whilst the hosting of the World Cross Country Championships and the Lottery support enhanced the Upper Malone site for future cross country events.

A national scale indoor climbing wall development at the Council's Tollymore Mountain Centre, promoted by the Mountaineering Council of Ireland, will be developed in 1999/2000.

- **Safety in Sports Grounds**

Following on from involvement in 1997/98 the Council took a lead role and with the assistance of Mr Paul Scott of Belfast City Council, Environmental Health Department and the Irish League Secretary, Mr Harry Wallace, The Northern Ireland Association Football Safety Officers Association was established. The new Association was further supported to purchase a supply of two-way radios for use by stewards at football matches. During the year, at the request of the Department of Education, the Council commissioned a report to address the identified Safety in Sports Grounds priorities at major spectator venues in the absence of the proposed new legislation and based on existing legislation. This report has been drafted and costed and will form the basis of a funding bid to the Football Trust in the early Summer 1999.

- **Studies**

Seven studies costing £12,500 were supplied by the Council covering a range of topics including Dual Use (3), sailing club development, village hall development, the viability of a NI wide outdoor basketball court initiative and a report on the feasibility of providing a National Golf Training Centre by the Ulster Branch, Golfing Union of Ireland.

- **House of Sport**

The Council's office refurbishment programme saw the upgrading of upper floor offices.

- **Management, Liaison and Advice**

The Council continued to develop and to provide its technical advisory and consultancy service to the industry and profession. The links with professional bodies including the Chief Leisure Officers Association (NI) and the Institute of Leisure and Amenity Management gave the Council opportunities to gain insights and to contribute to debates around management issues facing the industry and profession. The range of technical guidance notes



available to facility providers, advising on all aspects of sports facility developments, was kept under review and updated in co-operation with the other Home Country Sports Councils. The Council continued to provide advice to Government on sports and recreation projects adjudged to impinge on existing facilities or providing new sport and recreation opportunities. Major projects under consideration through district partnerships for EU support came to the Council for advice and comment. The Council continued its involvement in the UK Sport and Leisure Quality Scheme (QUEST) and with the Best Value initiatives. It jointly hosted seminars for the sport and leisure profession in association with the Institute of Leisure and Amenity Management.

FUNDING

- **Capital Grant**

The Council had no Capital Grant allocation and the introduction of the 6th Good Cause in the Lottery and the additional Lottery Revenue and Millennium programmes reduced even further the Council's ability to support major facility projects in any meaningful way. The absence of a capital grant in aid budget significantly reduces the Council's ability to encourage strategic development.

- **Foundation for Sport and the Arts**

The Council received 114 schemes from the FSA for consideration, comment and recommendation which resulted in 57 awards totalling £352,557 being made to sport in Northern Ireland.

- **The Lottery Sports Fund**

Since its inception in November 1995 the National Lottery has contributed some £37 million to the Sports Council for Northern Ireland's Lottery Sports Fund. Since going live in January 1995 the Council has allocated a total of £35 million under four grant programmes as follows:-

Capital

£32,399,595 towards 423 projects.

Development of Talented Individuals

£1,937,589 towards 60 Governing Body plans and 146 individuals

Major International Events

£388,966 towards 10 events.

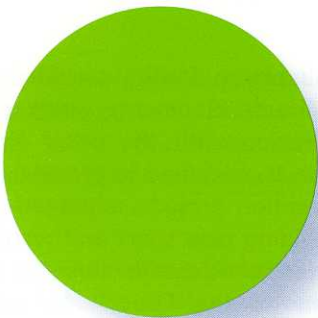
Millennium Large Grants

£186,370 towards 10 projects.

Approximately 60 sports and all 26 District Councils have benefited from the Lottery Sports Fund.

A separate annual report is produced on the distribution of Lottery funding.

**POLICY, PLANNING &
RESOURCE DEVELOPMENT**



POLICY PLANNING AND RESOURCE DEVELOPMENT



Continuing the emphasis on developing people

1998 continued the focus on developing the Council's human resources, its information technology capabilities and its financial accounting systems. Research and information activities were aligned to ensure measurable returns on Council investment. All activities are dedicated to producing efficiencies in how the Council conducts its business and how effectively its service is delivered to clients.

Investors in People

The Council followed through on its commitment to the Investor in People (IIP) award and achieved accreditation this year. All Council employees and members are to be congratulated for their time and efforts in achieving this prestigious standard. Staff have indicated that they found the process very beneficial and rewarding through the team building sessions particularly, they obtained a greater understanding of Council business as a whole and how individual staff members can make a contribution to the Council's Policy objectives. As part of the process, the Sports Council continues to monitor its complaints and suggestions procedure.

Information Technology

Following the Council's implementation of DENI's information systems sub strategy, the Council reviewed its information provision as part of the technology driven move towards improved access to relevant sources of information. Staff have indicated they are benefiting greatly in the way in which they communicate internally and externally and the development has radically changed through links to the information super highway, revision of the Sports Council's web site and through access to external and internal e-mail.



Financial Accounting

The Council is required to move from cash accounting to accruals accounting from 1 April 1999. Preparations for implementation included specification and procurement of financial accounting software, the development of reporting mechanisms and accounting policies and procedures. Extensive staff training was undertaken within the Council, particularly in the Finance section.

Training for budget holders cemented the move from broad programmes to specific projects, with identified deliverables improving performance measurement capability.



The financial statement has not been audited by the Comptroller and Auditor General. It is anticipated that the audited and certified accounts will be available from The Sports Council for Northern Ireland in November 1999.

Strategy and Research

The annual review of progress in implementing the Strategy for the development of Sport in Northern Ireland showed significant progress against the three strategic objectives. Activity was ongoing in 71% of the targets set. At this stage it is too early to be definitive about the prospects of achieving the realisation of all the strategic outcomes. However, there are positive indications that targets are being met consistent with desired directions. For example:

- 28% of primary schools are benefiting from the work of school sport co-ordinators. This percentage already exceeds the target set for 2005 of 20% coverage;
- women's participation in sport has risen to 30%. The target is 35% by 2005.

Details of progress against each of the targets set in the strategy can be found in the Strategy for Sport Newsletter Number 3, January 1999. A more comprehensive review of progress, set against a context of important changes in Northern Ireland which are impacting on the development of sport, is planned for the Autumn of 1999.

Research and Information

Research is an integral and valuable part of the development of sport. After all, being able to show in more than anecdotal terms what is successful sports development is at the heart of the work of the Sports Council for Northern Ireland. Two studies completed during the year shed light on progress on two of the Council's policy objectives: Starting Well and Striving for Excellence.

1. Starting Well

The Council has invested substantially in Youth Sport. It was gratifying therefore to receive the results of independent research which clearly demonstrated the success of investment. The report produced for the Council by the Centre for Leisure Research showed, among other things:

- 94% of co-ordinators working in primary schools had introduced at least one new sport to that school;
- 87% of co-ordinators working in post primary schools had established links with local clubs - mainly in traditional team sports.

However, the success of Youth Sport is placing pressure on resources:

- there is a dearth of quality coaches to assist with after-school programmes; and



- more child-friendly clubs willing to cater for the needs of young people are needed.

2. Striving for Excellence

An assessment of the Council's investment in the Northern Ireland team competing at the 1998 Commonwealth Games in Kuala Lumpur recommended:

- increased investment in competitors to enable them to prepare on a full time basis two years prior to the Games;
- funding of only those competitors who can show they meet qualifying standards;
- identification of services two years prior to the Games in order that competitors can fully benefit from such services;
- identification and employment of coaches able to meet the needs of elite Commonwealth competitors two years prior to the Games;
- individual competitors' plans should be prepared, agreed and funded at least two years prior to the Games.

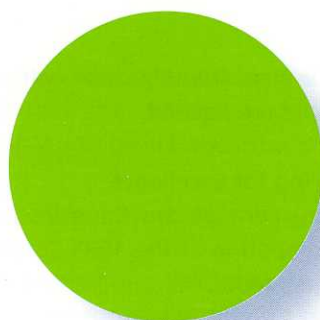
In essence the report, based on in-depth work with competitors and coaches prior to and following the 1998 Games and comparative benchmarks with other UK countries, recommends an equitable approach to development yielding value for money based on increased funding of fewer competitors.

Information Provision

The Council is developing, in conjunction with BBC Resources, a site on the World Wide Web and a CD ROM. This is due to go live in the Autumn of 1999 and will carry information on all aspects of the Council's work. The site will enable instant on-line access to the latest sporting developments of the Council and other bodies.

The WWW site and the CD ROM are designed to meet a demand from a wide variety of individuals and organisations with an interest in the development of sport.

**FINANCIAL STATEMENT FOR YEAR ENDED
31 MARCH 1999**



FINANCIAL STATEMENT FOR YEAR ENDED 31 MARCH 1999



Foreword

1 Background Information

The Sports Council for Northern Ireland was established on 31 December 1973 under the provisions of Article 3 of the Recreation and Youth Service (Northern Ireland) Order 1973. Its object is the furtherance of sport and physical recreation and its functions are as provided by Article 3 of the Recreation and Youth Service (Northern Ireland) Order 1986.

- (a) On matters relating to sport and physical recreation, to advise the Department and other Government departments, Education and Library Boards, District Councils and other bodies interested in sport and physical recreation,
- (b) to encourage the provision of facilities for and participation in sport and physical recreation,
- (c) to assist, subject to Paragraph (4) of the Article
- (i) the provision of administrative services, equipment, coaching and instruction; and
- (ii) the organising or supporting of, or participating in, international or other events, by bodies providing facilities for sport or physical recreation or organising such activities, and
- (d) to assist, subject to Paragraph (4) the Article, bodies providing supportive services in connection with sport and physical recreation.

Article 5 of the 1986 Order provides that the Department shall at such times, in such manner and subject to such conditions as the Department may think fit, pay to the Sports Council such sums as the Department considers necessary to defray net approved expenditure incurred by it.

These Statements of Account are prepared pursuant to Article 7 of the Order in a form determined by the Department of Education.

2 Results of the Year

The accounts relate to the year ended 31 March 1999 during which the Council's net Recurrent Expenditure was £2,428,823 and Capital Expenditure was £88,929 and the grant received from the Department of Education was Recurrent £2,412,000 and Capital £94,009. In addition the Council generated income from its own activities of £428,041. Grants totalling £106,375 were also received from the European Union Special Programme for Peace and Reconciliation, Making Belfast Work and the International Fund for



Ireland. The deficit for the year amounted to £11,743 and was set-off against a surplus balance brought forward of £23,123. The balance of £6,996 will be carried forward to the 1999/2000 financial year. This represents 0.3% of £2,506,009 the total grant received from the Department.

3 Review of Activities

The Council's principal activities are designed to meet the three policy objectives agreed with the Department of Education, viz:

- To increase committed participation in sport and physical recreation amongst the population with particular emphasis on young people;
- To raise standards of performance amongst participants and to enable those with the potential to excel to do so; and
- To promote the good reputation and efficient administration of sport in Northern Ireland.

To achieve these objectives the Council co-operates with and supports financially and otherwise the recognised Governing Bodies of Sport in providing participation opportunities; performer development courses; training for coaches, technical officials and administrators; the organisation of international and representative events at home and abroad and is accessing Sports Science Medicine Support Services.

The Council also works in partnership with District Councils, Local Sports Advisory Committees, Area Education and Library Boards and central agencies such as the Health Promotion Agency for Northern Ireland and the Community Relations Council.

The Council, on behalf of the Department of Education, launched the Strategy for the Development of Sport in Northern Ireland (Strategy for Sport) in 1997. All Council programmes now work towards the implementation of this Strategy and the Council is playing a lead role in pursuing its implementation across all sectors.

In addressing the needs of the Governing Bodies of Sport, the Council initiated a major review of its Development Planning Investment Programme. The review is designed to improve the efficiency and efficacy of Council investment in its principal partners in order to help achieve the targets set within the Strategy for Sport. The Council's Lottery Revenue programme made a significant contribution to the development of elite performers and to Major International Events. Ninety-eight athletes and 31 officials took part in the 16th Commonwealth Games held in Kuala



Lumpur in September. This represented the largest ever team to attend a Commonwealth Games and was enabled by the Council's largest ever investment.

The Youth Sport programme which seeks to create quality sporting opportunities in the after school period was extended to the Southern Education and Library Board and parts of the Western Education and Library Board, thereby completing the programme's planned implementation throughout the five NI Education and Library Boards. Twenty-four out of a possible total of 26 District Councils are currently linked to the Youth Sport programme. The expansion of this scheme has been reliant upon securing grant from the European Union Special Programme for Peace and Reconciliation and will help develop cross border and cross community links for schools and young people. The Council has been active across a broad front with regard to utilising external resources. European Funding has been secured for sports leadership, coach and performer training, a women's programme and cross border initiatives. IFI Resources have extended the Council's community relations programme and MBW programmes have supplemented the work of a number of Governing Bodies.

Complementing the Strategy for Sport, the Council in partnership with the Department of the Environment launched the first countryside Recreation strategy for Northern Ireland in November 1998. The Strategy was developed with the support and ownership of a wide network of statutory and non-statutory stakeholders and sets out a challenging framework and action programme for managing countryside recreation in a sustainable manner.

The Council has sought to develop the quality of sport within Northern Ireland, a priority within the Strategy for Sport. Key achievements in this area have included; the launch of the All Ireland Leadership Award in partnership with the Irish Sports Council; the launch of the Junior Clubmark Award which aims to quality assure junior sports clubs and the development and delivery of a DENI initiated training course for primary school teachers, coaches and sports development officers which seeks to develop an understanding of the complimentary roles of PE and sport in schools.

Encouraging the provision of adequate facilities and equipment for sport is an important dimension of the work of the Council whose direct involvement in this area is manifested by the management of the House of Sport and Tollymore, the Northern Ireland Centre for Outdoor Activities and the disbursement of monies generated from the National Lottery.

Through the support of its core activities the Council continues to



improve service delivery within the Value For Money framework having achieved target reductions in administration costs. Implementation of the Department's IS Sub-Strategy, the achievement of Investor's in People (IIP) accreditation, review and development of policies and procedures and preparation for the move from cash to accruals accounting have all contributed to the Council's capacity to cope with change.

4 Future Developments

Future development of sport will be heavily influenced by the new social policy agenda of both the Labour Government and the Northern Ireland Assembly. These influences will have significant implications for those concerned with the promotion and developing of sporting opportunities in the Province. Some aspects of the Government policy agenda impact directly on sport while the maturing regional Government may well create changes in the broader philosophy that will require sport to respond effectively in ways which strengthen its position within a broader cultural and social policy framework.

Council will play a lead role in ensuring that existing and developing initiatives reflect the impact of these major themes in public policy. The Council will:

- (a) [i] Adapt its policy objectives where appropriate in order to improve quality of life incorporating environmental, social and economic concerns within a broader philosophy of sustainable development.
- [ii] Work with partners to facilitate a more holistic approach to complex social problems.
- [iii] Within the broad definition of culture, focus on widening access, the pursuit of excellence and innovation, and the nurturing of education opportunity.
- [iv] Secure continuous improvement in the delivery of services consistent with best value.
- [v] Work through the ability to strategically target Lottery investment towards innovative projects with local partners.
- (b) [i] The Council will continue to play a lead role in the implementation of the Strategy for Sport. Proposed new structures at a regional level will be piloted and subsequently developed throughout Northern Ireland.



- [ii] The Council will further develop its Strategy for Sport to include an Irish, UK and European dimension. A major conference will be hosted in conjunction with the Irish Sports Council to address issues around future planning for sport and the development of talented performers.
 - [iii] The development of a Northern Ireland Sports Facilities Strategy will be initiated in partnership with Governing Bodies, District Councils, Education and Government Agencies.
 - [iv] The Council will review and publish its own policies in the areas of Coaching, Sports Club Development and Training. Policies relating to Sports Development Officers, local grant, and Governing Body grant will also be reviewed.
- (c) The Council will continue its effort to secure additional sources of funding for sport in Northern Ireland, especially through the private sector and through Europe. Ensuring the sustainability and further development of the Youth Sport programme will be addressed as a key priority.
- (d) The Council will continue to improve the quality of sport for Northern Ireland via, the establishment of a National Volunteer Development Programme which will support and recognise volunteers who are active within Northern Ireland Sport; the development and launch of a parents in sport resource pack and a Coaching Licensing Scheme which will help ensure that coaches working in schools are appropriately trained and monitored for working in the educational environment.
- (e) The Council will continue to develop and publicise its policies and programmes with particular attention to the development of gifted performers in sport. Confirmed as a priority within the Strategy for Sport, additional resources will be made available to strengthen the NIIC and a Gold Card Scheme designed to provide support to talented sportspeople will be introduced. Further Lottery programmes in support of quality coaching initiatives and the development of young emerging talented sportspersons will be introduced.
- (f) The Council will support the introduction of the Millennium Youth Games into Northern Ireland as a means of enabling Governing Bodies to develop their



performance pathway linking the youth sport programme to Talent Development initiatives. An interactive, computer-based sports selection programme will be launched throughout the Province, designed to encourage children to select and get involved with an appropriate sport thereby stemming the drop-out rate amongst young people and providing a means for identifying potentially talented performers.

- (f) The Council will continue to play a lead role in identifying and harnessing the necessary physical and human resources required to establish the UK Sports Institute Northern Ireland network. The Council will seek to maximise the development of integrated programmes supported by Exchequer and Lottery funding and will introduce an additional two Lottery Revenue programmes tailored to supporting programmes which identify and nurture talented performers and aspiring coaches and leaders.
- (g) The Council will continue to strive towards a better and more co-ordinated approach to the planning, development and use of facilities for sport at local, district and national levels and for a more focused approach to their financing by the wide range of local UK and European Agencies currently involved in their funding.
- (h) The Council will play a lead role in the development of a safety culture and in the establishment of a safety officer and stewarding programme at major spectator venues and will further seek to secure an adequate funding package.
- (i) The Council will continue to play a lead role in the development and maintenance of the Facilities Database and in the development and advocacy of quality management of Sport and Leisure opportunities, to meet the needs of its targeted audiences. It will continue to develop and provide a technical advisory service to the profession and industry.
- (j) [i] The Council will further develop the procedures developed under the ethos of Investors in People (IIP) and seek re-accreditation during 1999-2000.
- [ii] Key employment policies and procedures will be reviewed and developed to further promote positive working relationships within the House of Sport.



- [iii] The Council will investigate issues connected with applicability of the Business Excellence Model and review appropriate aspects of current service provision.
- (k) The Council will make increased use of information technology to improve the efficiency of its services and to meet its information requirements.
- (l) A programme of research has been approved which will both provide essential baseline information and enable the efficacy of the Council's policies, programmes and procedures to be measured in selected areas of activity.

5 Equality of Opportunity

The Sports Council for Northern Ireland is committed to the development of positive policies to promote equal opportunity in employment based on practices which are non-discriminatory as between people of differing religion, political view, nationality, race, colour or sex.

6 Payment Policy

The Council is committed to the prompt payment of bills for goods and services received in accordance with the Confederation of British Industry's Prompt Payer Code. Unless otherwise stated in the contract, payment is due within 30 days of receipt of the goods or services, or presentation of a valid invoice or similar demand, whichever is later.

Regular reviews conducted to measure how promptly the Council paid its bills found that 70% were paid within this standard.

7 Year 2000 Issues

The Department of Education through the Information Systems Strategy Programme Executive has set up a committee to address the Year 2000 Issues. The risks and uncertainties associated with the Year 2000 problem has been assessed by the Council and a programme of work is being initiated to ensure systems are Year 2000 compliant. The estimated cost of these plans has not been established.

8 Council Membership

The Council consists of a Chairman and Vice Chairman and other persons appointed by the Minister after consultation with representatives of District Councils, Education and Library Boards and participants in sport and physical recreation. The following persons served as members of the Council during the financial year 1998/99:



Chairman:	D F Allen
Vice Chairman	S R Hilditch MBE
Members:	D I Bowen
	M Bradley
	N McConnell
	F McGrady
	J McKeever
	J O'Neill
	W Phillips
	P D Robinson MP
	E D Saunders
	C J G Shillington CBE DL JP
	R J Stoker
	R G Trouton
	M Wilson OBE

9 Statement on the System of Internal Financial Control

As Accounting Officer, I acknowledge my responsibility for ensuring that an effective system of internal financial control is maintained and operated by Sports Council for Northern Ireland.

The system can provide only reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded, and that material errors or irregularities are either prevented or would be detected within a timely period.

The system of internal financial control is based on a framework of regular management information, administrative procedures including the segregation of duties, and a system of delegation and accountability. In particular, it includes:

- comprehensive budgeting systems with an annual budget which is reviewed and agreed by Staff Grants Assessment panel;
- regular reviews by the Staff Grants Assessment Panel of periodic and annual financial reports which indicate financial performance against the forecasts;
- setting targets to measure financial and other performance;
- clearly defined capital investment control guidelines;
- as appropriate, formal project management disciplines.

Ernst and Young has an internal audit unit, which operates to standards defined in the Government Internal Audit manual. The work of the external internal auditors is informed by an analysis of the risk to which the body is exposed, and annual internal audit plans are endorsed by the Council's Audit Committee and approved by me. At least annually, the external internal auditors provide me with a report on internal audit activity in the body. The report includes the HIA's independent opinion on the adequacy and effectiveness of the Council's system of internal financial control.



My review of the effectiveness of the system of internal financial control is informed by the work of the internal auditors, the Audit Committee which oversees the work of the internal auditor, the executive managers within the Council who have responsibility for the development and maintenance of the financial control framework, and comments made by the external auditors in their management letter and other reports.

The recommendations contained in the Internal Audit Report were accepted by the Audit Committee and staff were directed to amend procedures as appropriate and to issue instructions to ensure compliance by all staff.

10 Responsibility of the Sports Council for Northern Ireland and its Chief Executive with respect to the Financial Statement

Under Article 7(2)(a) of the Recreation and Youth Service (Northern Ireland) Order 1986 the Sports Council for Northern Ireland is required to prepare a statement of accounts for each financial year in the form and on the basis directed by the Department of Education for Northern Ireland with the approval of the Department of Finance and Personnel. The accounts are prepared on a cash basis and must properly present the receipts and payments for the financial year and the balances held at year end.

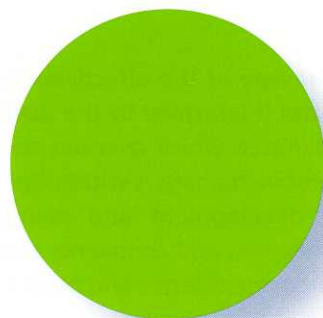
The Accounting Officer for DENI has delegated the Chief Executive of the Sports Council as the Accounting Officer for the Council. His relevant responsibilities of an Accounting Officer, including his responsibility for the propriety and regularity of the public finances for which he is answerable and for the keeping of proper records, are set out in the Non Department Public Bodies Accounting Officer Memorandum which is issued by the Department of Finance and Personnel.

E. McCartan

The Sports Council for Northern Ireland

ACCOUNTS

- Receipts and Payments Accounts for year ended 31 March 1999
- Notes to the Accounts



Receipts and Payments Account for year ended 31 March 1999



	Notes	1998/99	1997/98
		£	£
Recurrent Transactions			
Grants Received:			
- Departmental Recurrent	2(a)	2,412,000	2,781,471
- EU Peace and Reconciliation	3(a)	46,325	80,000
- Making Belfast Work Teams	3(b)	8,250	-
- International Fund for Ireland	3(c)	51,800	-
- Operating Receipts from Schemes funded from other sources	3(d)	425	-
- Other Operating Receipts	4	427,616	398,624
		<u>2,946,416</u>	<u>3,260,095</u>
Less: Salaries & Wages	5(e)	971,641	861,527
Other Operating Payments	6	<u>1,991,598</u>	<u>2,403,454</u>
Surplus/(Deficit) on Revenue Transactions		(16,823)	<u>(4,886)</u>
Capital Transactions			
Grants Received:			
- Departmental Capital	2(b)	94,009	137,120
- Other Receipts		-	16,803
		<u>94,009</u>	<u>153,923</u>
Less Capital Payments	7	<u>88,929</u>	<u>163,292</u>
Surplus/(Deficit) on Capital Transactions		5,080	(9,369)
Excess of (payments over receipts) receipts over payments for the financial year		(11,743)	(14,255)

Statement of Balances as at 31 March 1999

	1998/99	1997/98
	Bank and Cash	Bank and Cash
Balance at beginning of financial year	23,123	45,262
Less returned to Department	(4,384)	(7,884)
Excess of (payments over receipts)/receipts over payments for the financial year	(11,743)	(14,255)
Balance at end of financial year	6,996	23,123

The notes at pages 36 - 40 form part of these accounts

Don Allen

Chairman

Eamonn McCartan

Chief Executive



Notes to the Accounts

- 1 These accounts are drawn up in a form directed by the Department of Education and approved by the Department of Finance and Personnel.

	1998/99	1997/98
	£	£
2 (a) Departmental Grants Received		
Grants Received from DENI Vote 1 Recurrent	2,412,000	2,781,471
(b) Grants Received from DENI		
Vote 1 Capital	94,009	137,120
	<u>2,506,009</u>	<u>2,918,591</u>
3 Schemes funded from other sources		
(a) EU Peace and Reconciliation:		
All Ireland Sport for All Leadership Award	39,650	-
Women's Forum on Sport	4,875	-
Women's Community Sports Festival	1,800	-
Youth Sport Foyle	-	80,000
Sub Total	<u>46,325</u>	<u>80,000</u>
(b) Making Belfast Work (Greater West Team)		
Youth Sport Audit	8,250	-
(c) International Fund for Ireland		
Community Bridges Programme	51,800	-
(d) Operating Receipts		
Relating to:		
- All Ireland SFALA	100	-
- Women's Forum on Sport	325	-
Sub Total	<u>425</u>	<u>0</u>
Total Receipts from other sources	106,800	80,000
4 Operating Receipts		
The Council makes charges for certain		
Services provided. The main types are Given below:-		
Use of House of Sport by Other Bodies	54,689	55,866
Administrative/Secretarial Service	17,771	19,319
Performer Development	-	7,906
Tollymore, The NI Centre for Outdoor Activity	182,588	166,963
Demonstration Schemes	2,161	4,154
Other	<u>170,407</u>	<u>144,416</u>
	<u>427,616</u>	<u>398,624</u>
5 Salaries and Wages		
(a) Council members' remuneration	14,250	13,833
Includes honorarium plus any taxable benefits/ expenses allowances. (This includes the Chairman's remuneration of £10,687).		

Notes to the Accounts *Contd.*



	1998/99	1997/98
	£	£
(b) Chief Executives total remuneration including basic salary, employers superannuation, employers NIC's plus any taxable benefits/expenses allowances. (The total for 1997/98 also included basic salary arrears relating to previous years of £4,155.43).	54,927	55,215
The Chief Executive is an ordinary member of the NILGOS pension scheme. The Chief Executive is in the 5th year of a 5 year contract.		
A total of 10% of the Chief Executives costs at 5(b) have been apportioned to the Lottery		
Distribution Account to cover time spent on lottery activities. For the year 1998/99 this charge amounts to £5,493		
(c) Senior Employees		
The following senior employees received remuneration (basic salary, employer's superannuation, plus any taxable benefits/expenses allowances) within the ranges below:		
£40,000 - £49,999	1	1
£50,000 - £59,999	1	-
(d) Average number of persons employed during the year :		
Management	4	4
Technical	13	14
Administration	8	7
Secretarial	13	13
(e) Total Salaries and Wages		
Gross Salaries and Wages	878,944	778,631
Employers National Insurance	62,980	56,921
Employers Superannuation	29,717	25,975
	<u>971,641</u>	<u>861,527</u>
Further details are provided in Note 8		
6 Other Operating Payments		
Administration	376,099	422,576
Sports Development	1,358,737	1,668,728
Making Belfast Work (via DENI)	96,411	264,038
EU Peace and Reconciliation Schemes	84,482	48,112
Making Belfast Work (Direct) Scheme	4,995	-
International Fund for Ireland Scheme	70,874	-
	<u>1,991,598</u>	<u>2,403,454</u>
Further details are provided in Note 8		



Notes to the Accounts Contd.

	1998/99	1997/98
	£	£
7 Capital Payments		
House of Sport	73,769	67,676
Voluntary Sports Clubs	-	95,616
Tollymore Mountain Centre	15,160	-
	<u>88,929</u>	<u>163,292</u>

Further details are provided in Note 8

8 Losses and special payments		
Tollymore, The NI Centre for Outdoor Activities	405	1,417

9 Analysis of Transactions 98/99

	Net Payments 97/98	Approved Estimate	Salaries/ Wages	Other Operating Costs	Total Payments	Actual Receipts	Net Payments 98/99
RECURRENT	£	£	£	£	£	£	£
ADMINISTRATION							
ADMIN SALARIES	179,000	188,311	190,328		190,328		190,328
ADMIN STAFF- TRAVEL/SUBS	8,346	5,880		10,492	10,492		10,492
RECRUITMENT	12,341	8,000		8,653	8,653	1,037	7,616
STAFF TRAINING	45,618	24,400		44,017	44,017	19,536	24,481
INSURANCE	8,022	9,000		16,381	16,381	6,670	9,711
RENT/RATES	20,646	25,000		76,825	76,825	54,689	22,136
OFFICE EQUIPMENT	17,372	27,000		21,326	21,326	7,591	13,735
FURNITURE	8,239	490		3,916	3,916	921	2,995
HEAT/LIGHT	9,862	13,000		13,737	13,737	3,390	10,347
STATIONERY/SUPPLIES	23,001	27,440		41,674	41,674	18,757	22,917
POSTAGES/TELEPHONES	27,613	22,050		77,803	77,803	47,389	30,414
PROFESSIONAL SERVICES	18,902	6,500		13,986	13,986	6,781	7,205
CARETAKING/CLEANING	32,168	31,900	25,634	13,002	38,636	13,261	25,375
MISCELLANEOUS	30,518	490		283	283	317	-34
CHAIRMAN/VICE CHAIRMAN	14,693	15,500	15,136		15,136		15,136
COUNCIL TRAVEL/SUBS	16,388	26,460		28,323	28,323	3,612	24,711
HOSPITALITY	7,228	2,450		5,641	5,641		5,641
COMMITTEE SERVICING	30,814	31,800	34,522	40	34,562		34,562
SUB TOTAL	510,771	465,671	265,620	376,099	641,719	183,951	457,768

Notes to the Accounts Contd.



9 Analysis of Transactions Contd.

98/99

	Net Payments 97/98	Approved Estimate	Salaries/ Wages	Other Operating Costs	Total Payments	Actual Receipts	Net Payments 98/99
	£	£	£	£	£	£	£
SPORTS DEVELOPMENT							
POLICY FRAMEWORKS	24,230	23,800	19,549	8,964	28,513		28,513
TRAINING MAT. AND PROG.	34,602	46,800	21,784	26,026	47,810	4,078	43,732
DEMO.OF GOOD PRACTICE	90,736	43,100	13,243	34,726	47,969	2,161	45,808
NETWORKING	227,228	190,250	35,586	160,887	196,473		196,473
NIMC	128,796	101,000	124,913	155,307	280,220	182,588	97,632
YOUNG PEOPLE AND SPORT	203,622	146,700	15,607	123,617	139,224	10,807	128,417
GOV. BODY PLANNING	684,744	650,429	87,322	582,819	670,141	13,700	656,441
PERFORMER DEVELOPMENT	51,393	63,400	25,766	19,167	44,933		44,933
TECH.SUPPORT SERVICES	164,589	100,500	38,545	48,280	86,825		86,825
SPORTS DEV.SALARIES	58,186	75,900	83,259		83,259	12,259	71,000
SPORTS DEV TRAVEL/SUBS	29,314	27,500		31,643	31,643	240	31,403
ADMIN/SEC.SERVICES	37,265	32,000	39,907	13,714	53,621	17,771	35,850
USRT	14,660	12,600	7,620	6,844	14,464		14,464
GOVT.RECEPTIONS	1,673	10,000	244	8,339	8,583		8,583
RESEARCH AND INFORMATION	133,059	114,700	63,920	41,606	105,526		105,526
PUBLICATIONS	4,113	10,000		10,493	10,493	61	10,432
FACILITIES DEVELOPMENT	107,030	42,450	17,664	27,391	45,055		45,055
MARKETING/ COMMUNICATION	48,196	60,200	24,100	40,508	64,608		64,608
SUB TOTAL	2,043,436	1,751,329	619,029	1,340,331	1,959,360	243,665	1,715,695
RING FENCED MONIES							
COMMUNITY RELATIONS		45,000	26,276	18,406	44,682		44,682
CITY SPORT-IFA	104,891	50,000		50,299	50,299		50,299
CITY SPORT-GAA	105,000	50,000		40,969	40,969		40,969
YOUTH SPORT	49,566	50,000	35,599	5,143	40,742		40,742
SUB TOTAL	259,457	195,000	61,875	114,817	176,692		176,692
TOTAL GRANT IN AID	2,813,664	2,412,000	946,524	1,831,247	2,777,771	427,616	2,350,155



Notes to the Accounts Contd.

9 Analysis of Transactions Contd.

98/99

	Net Payments 97/98	Approved Estimate	Salaries/ Wages	Other Operating Costs	Total Payments	Actual Receipts	Net Payments 98/99
	£	£	£	£	£	£	£
SCHEMES FUNDED OTHER SOURCES							
EU: SSPPR							
All Ireland SFALA (DENI)		41,500	25,117	32,381	57,498	39,750	17,748
Women's Forum on Sport (TWN)				8,538	8,538	5,200	3,338
Womens Community Sports Festival (CO-OP North)*	2,000					1,800	-1,800
Youth Sport Foyle (DENI)	-31,888	31,888		43,563	43,563		43,563
Making Belfast Work							
YOUTH SPORT AUDIT	4,581			4,995	4,995	8,250	-3,255
International Fund For Ireland							
Community Bridges Programmes		83,100		70,874	70,874	51,800	19,074
TOTAL OTHER SOURCES	-25,307	156,488	25,117	160,351	185,468	106,800	78,668
TOTAL RECURRENT	2,788,357	2,568,488	971,641	1,991,598	2,963,239	534,416	2,428,823
CAPITAL EXPENDITURE							
MINOR WORKS	3,511	24,000		17,769	17,769	22,849	-5,080
TOLLYMORE CLIMBING WALL		15,000		15,000	15,000	15,000	0
VOLUNTARY SPORTS CLUBS	-4,384						
IT		56,000		56,000	56,000	56,000	0
HOUSE OF SPORT CONVERSION	10,242						
TOLLYMORE MINIBUS				160	160	160	0
TOTAL CAPITAL	9,369	95,000		88,929	88,929	94,009	-5,080

* An adjustment has been made to the Net Payments column for 1997/98. Expenditure of £2,000 was previously recorded under Technical Support Services. This expenditure actually related to the Women's Community Sports Festival, a project which received EU Peace and Reconciliation Funding via the Intermediary Funding Body Co-Operation North.

10 Related Party Transactions

The Sports Council for Northern Ireland is a non-departmental public body sponsored by the Department of Education for Northern Ireland (DENI).

DENI is regarded as a related party. During the year the Council has had various material transactions with DENI.

None of the Council members or members of the Senior Management Team have undertaken any material transactions with the Council during the year.



LOCAL SPORTS DEVELOPMENT GRANTS 1998/99

Sports Development Officer Posts	£	Hockey	£
Ards Borough Council	4000.00	North Down Hockey Club	240.00
Ballymena Borough Council	8950.00	Skills Award Scheme	800.00
Ballymoney Borough Council	4000.00		1040.00
Brownlow Campus Trust	5172.00		
Coleraine Borough Council	2031.30	Netball	£
Cookstown District Council	4000.00	Olympus Girls Club	600.00
Disability Action	25025.86		600.00
Down District Council	14387.32		
NEELB	30470.59		
NICLR	10900.00	Tennis	£
North Down Borough Council	13045.00	Ballymena Lawn Tennis Club	960.00
SELB	5000.00		960.00
SEELB	20000.00		
Greater Shankill Partnership	9500.00		
WELB	5000.00		
	161482.07	TOTAL	£174,362.07
Local Authorities	£		
Armagh District Council	150.00		
Craigavon Borough Council	980.00		
	1130.00		
Other Bodies	£		
Co-operation North Development	3000.00		
Lisburn Sports Advisory Council	350.00		
	3350.00		
Athletics	£		
Co-operation North Glen Dimplex Run	3000.00		
	3000.00		
Association Football	£		
Ballymena Soccer Strategy	1000.00		
	1000.00		
Cricket	£		
Portadown Cricket Club	480.00		
	480.00		
Gaelic Football	£		
Eire OG Deriaghy GAC	120.00		
Lamh Derg GAC	240.00		
Keady Michael Dwyer GFC	960.00		
	1320.00		



Notes to the Accounts Contd.

RECURRENT GRANT-AID TO VOLUNTARY ORGANISATIONS - 1 APRIL 1998 TO 31 MARCH 1999

	International Representative Events	Staffing Admin	Development & Training	Facilities & Equipment	Total
NI Association of Aeromodellers	500.00		310.00	190.00	1000.00
British Aikido Association (NI Region)			1000.00		1000.00
Ulster Angling Federation	1250.00	1250.00			2500.00
Ulster Sea Angling Federation	1000.00	1035.50			2035.50
NI Archery Society	2500.00	109.88			2609.88
NI Athletics Association	35836.00	24892.17	4102.00		64830.17
Ulster Branch Badminton Union of Ireland	4499.00	15990.13	2740.00		23229.13
Ulster Basketball Association	800.00	8511.22	2012.00		11323.22
NI Billiards & Snooker Control Council		45.02			45.02
Irish Bowling Association	5200.00	1186.37	800.00		7186.37
Irish Women's Bowling Association	2400.00	1580.32	350.00		4330.32
Irish Indoor Bowling Association	1000.00	425.84			1425.84
Irish Women's Indoor Bowling Association	2750.00		750.00		3500.00
UPC Irish Amateur Boxing Association	1500.00	8861.13	1000.00	1000.00	12361.13
Canoeing		4462.58	1800.00	200.00	6462.58
Ulster Camogie Council		1750.00	2750.00	500.00	5000.00
Ulster Coarse Fishing Federation	600.00	200.00	500.00	200.00	1500.00
NI Cricket Association	8429.00	17154.02	4200.00	1160.00	30943.02
Northern Women's Cricket Union of Ireland					0.00
Ulster Cycling Federation		427.49			427.49
Royal Scottish Country Dance Society BB		380.95	920.00		1300.95
Dance Sport Northern Ireland Ltd	1500.00				1500.00
NI Amateur Fencing Union	2300.00	549.75	1050.00		3899.75
Fitness NI		3993.63			3993.63
Irish Football Association	6500.00	23151.67	7200.00		36851.67
American Football Association of Ireland	600.00	100.00	300.00		1000.00
Gaelic Games (Hurling/Football)		9617.94	10650.00		20267.94
Ulster Gliding Club	1036.31	311.15	400.00		1747.46
Hang Gliding			567.00		567.00
Golfing Union of Ireland UB			1000.00		1000.00
Irish Ladies Golf Union NE	500.00	128.54	500.00		1128.54
NI Amateur Gymnastics Association	7302.00	11925.68			19227.68
Ulster Handball Council	1450.00	321.84	1300.00	100.00	3171.84
UB Irish Hockey Union	10264.00	19973.96	4200.00		34437.96
Ulster Women's Hockey Union	5290.00	16156.60	4816.00		26262.60
Hockey (Joint)		466.35	4000.00		4466.35
NI Ice Skating Association	1620.00	50.00	480.00		2150.00
NI Judo Federation	1390.00	5837.97	4172.00		11399.97
NI Karate Control Board	1660.00	611.74	340.00		2611.74
NCMA		400.00	850.00		1250.00
NI Karting Association	1950.00		300.00		2250.00
Royal Life Saving Society UB	400.00	830.51	200.00		1430.51
Motor Cycle Union of Ireland		1651.91			1651.91
Mountaineering Council of Ireland	125.00	22819.00	3275.00		26219.00
NI Netball Association	5760.00	7548.84	1296.00		14604.84
NI Orienteering Association	1755.00	1236.59	2345.00	50.00	5386.59
NI Pool Association			1000.00		1000.00
UC Racquetball Association of Ireland		50.00	600.00	350.00	1000.00
Riding	3000.00	2278.52			5278.52
Irish Amateur Rowing Union UB	625.00	580.38	830.00	775.00	2810.38
Irish Rugby Football Union		10073.85			10073.85
Royal Yachting Association	80.00	12685.25	500.00		13265.25
Ulster Clay Pigeon Shooting Association		3232.09	630.00		3862.09
Ulster Rifle Association	1250.00	722.64	250.00	500.00	2722.64
NI Smallbore Rifle Union	2350.00	400.00	650.00	1100.00	4500.00
Ulster Ski Council	1000.00	473.20	1600.00		3073.20
Speleological Union of Ireland	300.00	500.00	200.00		1000.00
Ulster Squash Rackets Association	4921.88	12082.18	2860.00	216.00	20080.06
NI Federation of Sub Aqua Clubs			1000.00		1000.00
Irish Surfing Association	420.00		580.00		1000.00
UB Irish Amateur Swimming Association	1705.00	19612.88	3515.00	137.00	24969.88
NI Sports Forum		9475.86			9475.86
Taekwon Do Association of NI	150.00	150.00	719.76	100.00	1119.76
UB Irish Table Tennis Association	4612.00	6876.70	1870.00	368.00	13726.70
Irish Lawn Tennis Association UC	3415.00	11445.78	2000.00		16860.78
NI Tenpin Bowling Association	3100.00	36.60	900.00		4036.60
NI Trampoline Association	1650.00	189.99	750.00		2589.99
UB Irish Triathlon Association	1825.00	55.61	675.00		2555.61
NI Tug-of-War Association	5500.00	500.00			6000.00



Notes to the Accounts Contd.

RECURRENT GRANT-AID TO VOLUNTARY ORGANISATIONS - 1 APRIL 1998 TO 31 MARCH 1999

	International Representative Events	Staffing Admin	Development & Training	Facilities & Equipment	Total
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Ulster Angling Federation	1250.00	1250.00			2500.00
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Ulster Basketball Association	800.00	8511.22	2012.00		11323.22
NI Billiards & Snooker Control Council		45.02			45.02
Irish Bowling Association	5200.00	1186.37	800.00		7186.37
Irish Women's Bowling Association	2400.00	1580.32	350.00		4330.32
Irish Indoor Bowling Association	1000.00	425.84			1425.84
Irish Women's Indoor Bowling Association	2750.00		750.00		3500.00
UPC Irish Amateur Boxing Association	1500.00	8861.13	1000.00	1000.00	12361.13
Canoeing		4462.58	1800.00	200.00	6462.58
Ulster Camogie Council		1750.00	2750.00	500.00	5000.00
Ulster Coarse Fishing Federation	600.00	200.00	500.00	200.00	1500.00
NI Cricket Association	8429.00	17154.02	4200.00	1160.00	30943.02
Northern Women's Cricket Union of Ireland					0.00
Ulster Cycling Federation		427.49			427.49
Royal Scottish Country Dance Society BB		380.95	920.00		1300.95
Dance Sport Northern Ireland Ltd	1500.00				1500.00
NI Amateur Fencing Union	2300.00	549.75	1050.00		3899.75
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Irish Football Association	6500.00	23151.67	7200.00		36851.67
American Football Association of Ireland	600.00	100.00	300.00		1000.00
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Ulster Gliding Club	1036.31	311.15	400.00		1747.46
Hang Gliding			567.00		567.00
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Irish Ladies Golf Union NE	500.00	128.54	500.00		1128.54
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NI Karate Control Board	1660.00	611.74	340.00		2611.74
NCMA		400.00	850.00		1250.00
NI Karting Association	1950.00		300.00		2250.00
Royal Life Saving Society UB	400.00	830.51	200.00		1430.51
Motor Cycle Union of Ireland		1651.91			1651.91
Mountaineering Council of Ireland	125.00	22819.00	3275.00		26219.00
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NI Orienteering Association	1755.00	1236.59	2345.00	50.00	5386.59
NI Pool Association			1000.00		1000.00
UC Racquetball Association of Ireland		50.00	600.00	350.00	1000.00
Riding	3000.00	2278.52			5278.52
Irish Amateur Rowing Union UB	625.00	580.38	830.00	775.00	2810.38
Irish Rugby Football Union		10073.85			10073.85
Royal Yachting Association	80.00	12685.25	500.00		13265.25
Ulster Clay Pigeon Shooting Association		3232.09	630.00		3862.09
Ulster Rifle Association	1250.00	722.64	250.00	500.00	2722.64
NI Smallbore Rifle Union	2350.00	400.00	650.00	1100.00	4500.00
Ulster Ski Council	1000.00	473.20	1600.00		3073.20
Speleological Union of Ireland	300.00	500.00	200.00		1000.00
Ulster Squash Rackets Association	4921.88	12082.18	2860.00	216.00	20080.06
NI Federation of Sub Aqua Clubs			1000.00		1000.00
Irish Surfing Association	420.00		580.00		1000.00
UB Irish Amateur Swimming Association	1705.00	19612.88	3515.00	137.00	24969.88
NI Sports Forum		9475.86			9475.86
Taekwon Do Association of NI	150.00	150.00	719.76	100.00	1119.76
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UB Irish Triathlon Association	1825.00	55.61	675.00		2555.61
NI Tug-of-War Association	5500.00	500.00			6000.00

Notes to the Accounts *Contd.*



	International Representative Events	Staffing Admin	Development & Training	Facilities & Equipment	Total
NI Volleyball Association			1500.00		1500.00
Irish Water Polo Association UB	1000.00	40.40	1000.00		2040.40
Irish Water Ski Federation (NI Sub Com)	550.00	500.00	850.00	100.00	2000.00
NI Amateur Weightlifters Association	800.00	114.85	100.00		1014.85
Yoga Fellowship NI		1786.96			1786.96
CUSAI	3631.70				3631.70
Disabled Sport	3300.00	600.00	3600.00		7500.00
Miscellaneous		2291.01			2291.01
Total	164851.89	312701.04	100654.76	7046.00	585253.69

Notes

Staffing & Administration

Figures include grant towards administrative costs, financial support for the employment of staff, value of subsidised services and attendance at international federation meetings.

Development & Training

Figures include grant towards training of officials and coaches, nurturing talent and participation initiatives.

International & Representative Competitions

Figures include grant towards international and representative events at home and abroad. Commonwealth Games preparation and squad training for high level competition programmes.

Facilities & Equipment

Figures include grant towards the provision of equipment and centres of excellence.

Table 4: Capital Grants paid by the Department of Education 1974–1999

Financial Year	74/75	90/91	91/92	92/93	93/94	94/95	95/96	96/97	97/98	98/99
	£	£	£	£	£	£	£	£	£	£
Voluntary Bodies	93,534	149,746	194,995	144,603	115,273	36,017	17,652	nil	nil	nil
Sports Council		43,777	68,762	111,842	75,999	62,961	895,361	320,949	163,292	88,929
District Councils	2,141,532	443,869	1,142,825	1,355,610	1,524,589	326,998	234,790	14,333	nil	nil
Totals	2,235,066	637,392	1,406,582	1,612,055	1,715,861	425,976	1,147,803	355,282	163,292	88,929



Notes to the Accounts Contd.

LIST OF STAFF

Chief Executive	E McCartan
Director Policy Planning, Resource Development	F E Donnelly
Director Sports Development	J Q McL Clarke
Director Facilities/Lottery Funding	D G O'Connor
Head of Administration/Finance	R F Mitchell
Senior Technical Officer	C P O'Callaghan
Director of Youth Sport	R W Smyth
Senior Information/Research Officer	S D Ogle
Administrative/Personnel Manager	J Kendall
Manager Lottery Sports Fund	S Brown
Marketing/Communications Officer	R McCormick
Technical Officer - Sports Development Unit	M McAtackney
Technical Officer - Sports Development Unit	B Delaney
Technical Officer (Community Relations)	M Muldoon
Technical Officer - Sports Development Unit	B J Poots
Technical Officer - Sports Development Unit	S A Martin MBE (until 14.04.98)
Technical Officer - Sports Development Unit	B Ball (from 01.07.98)
Technical Officer - Sports Development Unit	J S Wilson
Project/Technical Officer - Lottery Unit	K Kelly
Project/Technical Officer - Lottery Unit	C McGurk
Project/Technical Officer - Lottery Unit	B Corr
Project/Technical Officer - Lottery Unit	P Whitten (until 30.06.98)
Project/Technical Officer - Lottery Unit	J Darragh (from 01.07.98)
Monitoring Officer - Lottery Unit	P Copeland
Library/Asst Information Officer	P J Murphy
Centre Manager	N Harkness (until 28.02.99)
Centre Manager	T Fisher (from 01.03.99)
UKSI	N Harkness (from 01.03.98)
Instructional Officer	K O'Hara
Instructional Officer	O Hallissey
Council Secretary	M E Bailey
Executive Officer - Finance	P Rodgers
Executive Officer - Admin	H McLain
Executive Officer NIIC	A Freear
Executive Officer (Lottery)	J Moore
Administration Officer (from 01.04.99)	E Finlay (until 30.03.99)
Telephonist	P Derby
Administrative Officer - Lottery Unit	B Kennedy
Administrative Officer - Lottery Unit	A O'Neill
Co-ordinator Central Services	N Hull
Secretary - Council Secretariat	J Lloyd (until 30.03.99)
Secretary - Lottery Unit	E Crawford
Secretary - Sports Development Unit	S Walsh
Secretary - Sports Development Unit	D Spence
Secretary - Sports Development Unit	W Henderson
Secretary - Sports Development Unit	A McDowell
Secretary - Sports Development Unit	P Fox
Secretary - PPRD Unit	M McClintock
Administration Assistant	B Dowey
P/T Secretary - Youth Sport	J Stevenson
Secretary Tollymore	J Redmond
Housekeeper	M Hill
Caretaker	G Hill
Security	I Mulholland (until 19.02.99)
Caretaker - Tollymore	K Taylor
Housekeeper - Tollymore	B Ratcliffe
Security	D Cromie (from 14.02.99)