

IFA  
ANTI SECTARIANISM  
STRATEGY

October 99  
Equality Manager  
SCNI

## IFA ANTI SECTARIANISM PLAN

### Introduction and Summary

- 1.0 This Business Plan has been commissioned by the Department of Education through the Sports Council for Northern Ireland.
- 1.1 The purpose of the plan is to consider options and produce a strategy which will provide an environment in which soccer in Northern Ireland is played in an atmosphere which is welcoming and inclusive to all.
- 1.2 Mission statement "to provide an environment in which everyone in Northern Ireland has the opportunity to maximise their enjoyment of soccer when as a spectator, coach, participant, administrator or referee regardless of religious belief, political opinion, sexual orientation, age, ability or gender".
- 1.3 The Irish Football Association is the governing body of soccer in Northern Ireland. Whilst established as a company limited by guarantee, the staff are accountable to the Senior Council which is made up of representatives from affiliated Leagues Divisional Associations and Senior Clubs (except for the Women's FA), all of whom are volunteers (see Appendix I).
- 1.4 The Irish Football Association is responsible for developing soccer in Northern Ireland through;
- organisation and delivery of international fixtures for Men's football and Women's football at all levels from 16 years upwards.
  - plan, delivery and implement a coach education programme.
  - organise and delivery quality participant initiatives such as the Mini Soccer programme.
  - develop strategies which nurture talent from participant initiatives into performance and excellent programmes such as the County Squad scheme.
  - maintain the good reputation and efficient administration of soccer in the Province by administrated referees and disciplinary matters.

The above programmes are delivered by the staff team of the Irish Football Association (see Appendix II).

1.5 This Plan considers two options which could have the desired outcomes;

Option A: - appointment of a Community Relations Officer  
- linked to a Marketing Strategy.

Option B: - development of a new National Stadium where all international games could take place.

1.6 Option B - would incur approximately £40 million capital cost and £200,00 revenue costs.

Option A - would have no capital costs but the revenue costs are estimated to be £925,000 over 3 years.

| Year   | Cost (£) |
|--------|----------|
| Year 1 | 325,000  |
| Year 2 | 275,000  |
| Year 3 | 325,000  |
|        | <hr/>    |
|        | 925,000  |

With increased gate receipts of 200,000 per annum and increased sponsorship of 100,000 per annum plus increased Leisure wear sales of 50,000 per annum, it is estimated that the project will create a surplus at the end of Year 3 as follows.

Source

|                 |           |
|-----------------|-----------|
| Sponsorship     | 300,000   |
| Gate Receipts   | 600,000   |
| Leisure Wear    | 150,000   |
|                 | <hr/>     |
|                 | 1,050,000 |
| Less Total Cost | 925,000   |
|                 | <hr/>     |
| Surplus         | 25,000    |

The Plan considers Option A to be the most viable in financial terms and in achieving our objectives.

## The Scope

- 1.7 The scope of this business plan is to eradicate Sectarianism from soccer in Northern Ireland thus it will examine both internal and external factors which impact upon the desired outcomes.
- 1.8 The aim of the Irish Football Association is to govern and develop soccer in Northern Ireland, so that it enjoys the participation and support of all sections of our society regardless of religious belief, political opinion, sexual orientation, age, ability, gender, ability(dis), race, ethnic origins, or social economic status.

## Objectives

- 1.9 The objectives of this project are to;
- 1 By 2005 to have created an inclusive environment at all Northern Ireland international soccer matches by eliminating all sectarian, racist and sexist chanting.
  - 2 By 2002 every affiliated club, league and supporters club to have demonstrated their commitment to equitable practices by implementing coaching, recruitment and training strategies aimed at attracting marginalised groups into soccer.
  - 3 By 2001 to have designed, delivered and evaluated effectiveness of high profile bill board campaign aimed at raising awareness of need to address sectarianism in soccer.
  - 4 By 2002 the Irish Football Association, as a governing body of soccer in Northern Ireland shall have review all its policies, practices and procedures to ensure equality of treatment for all those involved in soccer in Northern Ireland.

### Assumptions

- 2.0 The options considered later in this Business Plan are based on a number of assumptions.
- 2.1 Soccer will continue to grow at the same phenomenon rate as during the last 5 years. The public are happy to pay significant entrance fees to see world soccer stars.
- 2.2 Sports holds a unique positions in the psychic of the population in Northern Ireland and the Northern Ireland soccer teams will continue to enjoy much media coverage.
- 2.3 The qualifying competition for the 2002 World Cup which commences in May 2000 could be promoted as a new dawn for the game in Northern Ireland.
- 2.4 Salary projections are based on current wage structures and it is anticipated that this will not change significantly.
- 2.5 The current peace process will continue in Northern Ireland leading to a reduction in fear and hostility between the two communities who live there.
- 2.6 There is an increasing expectation with the Northern Ireland community for public events such as football matches to be conducted in a friendly harmonious atmosphere. The public whilst divided on political allegiances are not accepting of public displays of violence or offensive behaviour in support of any political cause. For example the IFA received many phone calls of complaint after the Northern Ireland v France on the 18/8/99 due to the sectarian chanting which could be clearly heard.
- 2.7 Clubs such as Millwall FC and Charlton Athletic FC have demonstrated how turn around strategies can reap risk rewards for football clubs who have negative images because of racism and yobbish behaviour. Charlton Athletic FC now earn more from merchandising and catering than gate revenues.

### Competition:

- 2.8 Soccer is one of the fastest growing economic sectors in the world. The 1998 World Cup Finals in France netted a gross profit of £800 million which has resulted in a windfall of at least 1 million pounds to every member country for development purposes.
- 2.9 In Northern Ireland the situation is the reverse of global trends. Attendance's at soccer matches are steadily declining from averages of 40,000 spectators at international soccer matches at Windsor Park in the 1980's to average gates of 10,000 at present. This is due in part to the introduction of seating within the stadium but given the current capacity of Windsor Park of 14,500, there is a net short fall of 4,500 spectators per game.

### Situation Analysis:

- 3.0 A further significant factor which has influenced crowd attendance's has been the increasingly vocal minority who use Northern Ireland home games as an opportunity to demonstrate their "loyalty", and commitment to the Northern Ireland state. This takes the form of anti Catholic chants, singing of loyalist songs and hostility to any player associated with perceived Catholic institutions such as Celtic Football Club in Scotland.
- 3.1 The site of Windsor Park football ground is a further deterring factor situated as it is in an area which is openly loyalist with anti Catholic graffiti adorning walls on the way into the ground.
- 3.2 Windsor Park is also the home pitch of Linfield FC a Club who have a history of not signing Catholic players until recently and is perceived as a "Protestant" club.
- 3.3 The IFA signed a 100 year lease with Linfield Football Club in 1984 which commits them to Windsor Park until 2084.

3.3 Whilst the physical site of international matches presents problems in promoting a natural and welcoming environment other internal factors contribute to wider perception that soccer in Northern Ireland is tainted with sectarianism. Overleaf is a SWOT analysis of N Ireland soccer which highlights strengths and weakness of the current situation.

#### Strengths

No1 sport in the world  
High media profile  
Sponsorship opportunities  
FIFA and UEFA funding  
No1 participation sport in Northern Ireland

#### Weaknesses

- hard core of "loyalists" supporters
- administration seen as not reflecting whole community
- old fashion decision making process
- various interests in conflict with overall IFA strategy
- few paid and well qualified staff
- lack of qualified stewards
- Few soccer clubs in Northern Ireland attract cross community support
- Poor standard of play and entertainment
- Poor quality of facilities

#### Opportunities

- New legislation - Football Offences Act
- Government support
- New Northern Ireland Assembly
- European Peace and Reconciliation funding
- Spindoctoring works
- Success of other turnaround strategies, ie Millwall, Sunderland
- Fragmentation of Europe
- Success of mini soccer

#### Threats

- Lack of international success
- Growth of GAA and Ulster Rugby
- Increase in digital TV and more armchair fans
- Lack of qualifications for World or European competitions.
- Loyalist backlash

## Operation

The Irish Football Association is concerned with the governance and development of soccer in Northern Ireland. This it has four main areas of operations.

- referring and administration
- developing participant initiatives (women's soccer, mini soccer)
- international representation
- coach development

The four areas of operation act as stand alone units and there is little shared knowledge or experience between each unit.

## Options

In order to eliminate sectarianism from soccer in Northern Ireland there are two options.

Option A     The appointment of a CR Officer who has a specific brief to address internal and external factors which reinforce perceptions of the IFA, and its product, ie international soccer as not representing the interests of the two communities who co-exist in Northern Ireland. A major marketing strategy would form part of the Community Relations Officers work programme.

Option B     The development of a green field site to National Stadium where international soccer matches could be played. Elements of Option A would also have to be included.

The implementation of a 5 year strategy to achieve the objectives of this business plan have financial, human resources, information, marketing and operational implications. Each of these elements shall now be examined in detail.

## Information

Given the degree of media coverage extended to sport and associated issues there is much raw data and perceptions about the issues which the Irish Football Association have to address in order to eradicate sectarianism from soccer in Northern Ireland. Much of the information we have at present is neither accurate or precise.

In order to acquire the information we shall have to survey a random sample of those people in Northern Ireland interested in or considering attending international soccer matches. This could be achieved by surveying local soccer supporters clubs, English football supporters clubs, Scottish football supporters club, Sky sport subscribers, those currently playing or administrating soccer in Northern Ireland. This would ensure that the sample is representative but it much also be of sufficient significant to give truly accurate data. One possible option is to use the General Household Survey.

The interrogation of the data will allow us to establish whether it is

- structural barriers - ie, location of Windsor Park
- attitudinal barriers - ie, signing of offensive songs, display of flags, linkages with Linfield FC.

Which prohibits people from attending international soccer matches.

### Marketing

The marketing of the Irish Football Association as a vibrant, dynamic organisation responding to market demands for soccer to be played in a neutral and welcoming environment demands a marketing strategy. We have different segments within the market, ie

- Catholic non attendees
- Protestant disenchanted
- Young Premier League Watchers
- Women (37% of Premier League supporters are now women)
- TV viewers/armchair fans

Thus we have different clusters within the market and we will have to develop different strategies to attract them to soccer matches. For instance a family enclosure with lower priced tickets may attract the young Premier League watchers.

The Marketing Plan Mission Statement may be to "promote Northern Irish Soccer at Windsor Park as a glamorous, friendly, high quality and value product has been achieved within certain constraints.

*Place:* Windsor Park, we have already acknowledge the considerable disadvantages of Windsor Park. A move to a new national stadium would overcome this situational disadvantage but results in significant capital costs (estimate £40 million) which would have to guarantee a significant increase in spectator sales to achieve a positive net present value after 10 years. This financial analysis will be studied in greater depth in the finance section.

*Product:* The product of soccer is highly desirable but the particular brand ie, N Ireland international soccer is tarnished and the services offered by the Irish Football Association are not perceived as being of sufficiently high quality. The Irish Football Association need to measure the effectiveness of their core services ie, the administration of soccer in Northern Ireland and also evaluate the effectiveness of their international management team in terms of results and value for money. There may be a significant human resource implication in terms of staff training, staff morale, staff recruitment in order to improve the quality of the Product.

*Promotion:* The promotion of Northern Ireland soccer is disjointed and amateur. There are significant segments of the market who are not targeted in the current strategy and this needs to be addressed. Promotion will concentrate on location: either promoting a new national stadium or re launching Windsor Park as part of Option A, and product promoting the Northern Ireland team in terms of local appeal as well as success.

*Price:* Costs for attending live sporting fixtures continue to rise above inflation and patrons now accept price range of between £10 - £20. However, for this price they expect;

- comfortable seats
- additional services (quality catering)
- pre match and half time entertainment
- parking facilities
- pleasant surroundings

#### Uniqueness

No other organisation can deliver international soccer fixtures in Northern Ireland but the competition comes from Premier League matches which have a growing Northern Ireland market segment. It is difficult to estimate the effect of this drain on the Northern Irish soccer scene. However, Ulsterbus now operate a lucrative Premier League package which is oversubscribed.

## Human Resource Implications

An audit of the human resources currently available within the IFA and those needed to implement this strategy show certain gaps. The current staff complement of:

- 1 general secretary
- 1 assistant general secretary
- 2 administrators
- 2 part-time PR Marketing consultants
- 6 coaching staff
- 10 secretarial staff

clearly identifies the need for staff recruitment/staff training. The strategy identifies the need for

- 1 full time Community Relations Officer
- 120 - 140 paid stewards to be deployed at all international games

Review and change existing policies on;

- decision making processes
- Rules and Competition (allow Sunday games)
- involvement of women in sport
- role and functions of stewards

Staff training in;

- Equity Training
- IT Proficiency
- Project Management
- Administrative Efficiency

## Technology Resource Implicit

*Financial Resource Implications:* The strategy to date has highlighted two options capable of delivering the strategy.

Option B, the design and use of a new national stadium.

Option A, The recruitment of a Community Relations specialist linked to a marketing strategy.

We shall now examine each of the Options using Cash Flow analysis.

## Financial Analysis

### Option A    Assumptions

A new Community Relations would be appointed costing £75,000 in salary and programme costs per annum during the lifetime of the project. This appointment should be at a Senior Management level will be appropriate span of influence. During each year 100,000 would be spent on a major marketing and advertising campaign. Staff training 50,000 an additional 50,000 per annum would be spent on stewarding during the lifetime of the project. The new campaign and greater transparency would result in an increase in gate receipts of 200,000 per annum based on 1,000 extra fans paying £20 each on 5 occasions during each year. Additionally there will be increased sponsorship of 50,000 per annum.

### Option B    Assumptions

Cash Flow Analysis is based on the assumption that the new national stadium will hold a capacity of 35,000. The stadium will costs £40 million to build and will have additional security costs of 300,000. Linfield FC will also be paid 80,000 per year during the lifetime of the project ie 5 years to compensate for lost revenue. It is anticipated that the new stadium will achieve sales of spectators of 600,000 plus additional sales of leisure wear of 100,000.

# OPTION A - INVESTMENT OF COMMUNITY RELATIONS SPECIALIST AND PUBLIC RELATIONS CAMPAIGN

| (£ million)                         | Year 0 | Year 1  | Year 2  | Year 3   | Year 4  | Year 5  |
|-------------------------------------|--------|---------|---------|----------|---------|---------|
| <u>Expenditure</u>                  |        |         |         |          |         |         |
| Appoint of CR specialist and salary |        | 25000   | 75000   | 75000    | 75000   | 75000   |
| PR Campaign                         |        | 100,000 | 100,000 | 100,000  | 100,000 | 100,000 |
| IT Investment                       |        | 100,000 |         | 100,000  |         |         |
| Staff Training                      |        | 50000   | 50000   | 50000    | 50000   | 50000   |
| Increased Security                  |        | 50000   | 50000   | 50000    | 50000   | 50000   |
| Sub Total                           | 0      | 325,000 | 275,000 | 375,000  | 275,000 | 275,000 |
| <u>Income</u>                       |        |         |         |          |         |         |
| Increase in gate receipts           |        | 200,000 | 200,000 | 200,000  | 200,000 | 200,000 |
| Leisure W                           |        | 50000   | 50000   | 50000    | 50000   | 50000   |
| Increase in Sponsorship             |        | 100,000 | 100,000 | 100,000  | 100,000 | 100,000 |
| Sub Total                           | 0      | 350,000 | 350,000 | 350,000  | 350,000 | 350,000 |
| Net Cash Flow                       | 0      | 25000   | 75000   | (25000)  | 75000   | 75000   |
| @ 10%                               | 100    | .91     | .93     | .75      | .68     | .62     |
| NPV                                 |        | 22,500  | 62,250  | (18,750) | 51,000  | 45,500  |
|                                     |        | 163,500 |         |          |         |         |

# OPTION B - CONSTRUCTION OF NEW NATIONAL STADIUM

| (£ million)                          | Year 0       | Year 1     | Year 2  | Year 3  | Year 4  | Year 5  |
|--------------------------------------|--------------|------------|---------|---------|---------|---------|
| <u>Expenditure</u>                   |              |            |         |         |         |         |
| Construction of New Stand            |              | 40 million |         |         |         |         |
| Increased Security                   |              |            | 100     | 100     | 100     | 100     |
| Payment to Linfield for lost revenue |              |            | 80      | 80      | 80      | 80      |
| Sub Total                            |              | £40 m      | 180,000 | 180,000 | 180,000 | 180,000 |
| <u>Income</u>                        |              |            |         |         |         |         |
| Increase in gate receipts            |              | 600,000    | 600,000 | 600,000 | 600,000 | 600,000 |
| Leisure wear sales                   |              | 100,000    | 100,000 | 100,000 | 100,000 | 100,000 |
| Total                                |              | 700,000    | 700,000 | 700,000 | 700,000 | 700,000 |
| Net Cash Flow                        | (40m)        | 520,000    | 520,000 | 520,000 | 520,000 | 520,000 |
| Discount factor @ 10%                | 1.00         | .91        | .83     | .75     | .68     | .62     |
| Discounted Cash Flow                 | (36.4m)      | 473,200    | 431,600 | 390,000 | 353,600 | 322,400 |
|                                      | (34,430,000) |            |         |         |         |         |

When we appraise the investment on the bases of the expected life of the asset, the Community Relations Officers appointment linked to a Marketing Campaign looks the better investment, as it achieves a return on investment of 25,000 after 3 years. We shall however, examine some of the risks associated with this NPV assessment later.

### Operations

The implement of Option A will have operational concerns as outlined below.

#### Option A

|                        | Resource Required  | Advantage/Disadvantaged   |
|------------------------|--|---|
| <i>Marketing</i>       | 100,000 needed per annum for bill board campaign aimed at achieving attitudinal change | This will be a development of the;<br>Participate, Celebrate, Tolerate Campaign and have already shown high recall rates                                      |
| <i>Operations</i>      | Need to have major review of IFA operational performance.                              | May meet resistance from staff and members.   |
| <i>Human Resources</i> | £50,000 staff development budget<br>£50,000 per annum for stewards                     | Staff will see this as positive move but may have some who do not wish to change. Steward investment significant move but may be met with resistance by fans. |
| <i>Information</i>     | Need research in fans views and opinions   | IFA do not traditionally interact with fans. Not seen as money being spent on sport.  |
| <i>Finance</i>         | Cheaper than new national stadium and will produce profit in - Year 5                  | Financial assumptions need to be realistic in order to achieve targets.   |

Having examined Option A and Option B in financial human resource, information, preparations and marketing terms, the proposal is that Option A should be the selected option not only for financial return but also because it will achieve a fundamental shift in the way that soccer is governed and developed in Northern Ireland.

The key to implementing this strategy requires co-ordination of all individuals efforts within it.

Setting objectives for departments and managers in particular the Community Relations Officer who has to be recruited and appointed will ensure that the plan is being implemented. In particular a key results analysis shall be prepared for the CRO (see Appendix III).

The resource plan will highlight the need for new resources to implement the plan. In particular monies for the CRO appointment at senior levels, programme budget and marketing strategy shall have to be identified. Department of Education, Community Relations Council and the Sports Council have all indicated support for the strategic plan and it is assumed that this support will be evidenced by financial support. It shall be necessary to develop a budget for Option A which follows the strategic direction and promotes continuous improvement.

It is essential that the implementation of this strategy is continuously reviewed and evaluated by a project team made up of;

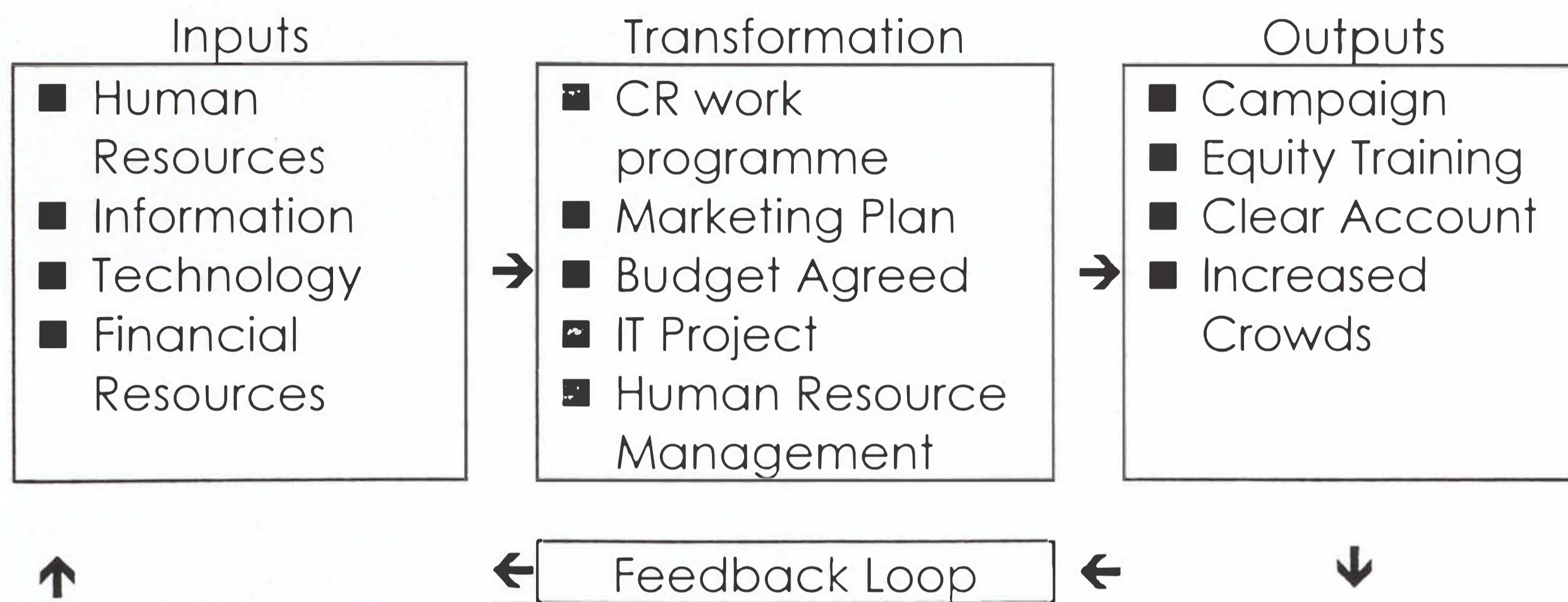
- (i) UEFA Representative
- (ii) Irish League
- (iii) The Sports Council for Northern Ireland
- (iv) Affiliated bodies
- (v) Fans

#### Recommendations

- Implementation of short term, low cost, remedial actions immediately, ie message on tickets, banning of agitators, tanoy messages.
- Establishment of a project team to oversee implementation of strategy
- Design and agree market research
- Detailed evaluation of resources available and new resources needed
- Recruitment of CRO with specific work programme.
- Tender and adopt marketing strategy.
- Review staffing structure within IFA and decision making process.
- Introduce staff training programme including equity training.

- Oversee implementation of CRO work programme.
- Oversee design and delivery of anti sectarianism PR strategy
- Recruit, train and deploy stewards on match day in Windsor Park.

Some of the implications of the successful delivery of this strategy have been examined but it is essential that feedback system is established between the Project team and the end user who in this case are the N Irish Football supporters.



### Risk Assessment

There are a number of risks identified with Option A:

- Lack of ownership of strategy particular by IFA staff and members
- Resource limitations, CRC, Sports Council and Department of Education must give 5 year commitment to strategy
- Lack of success of international team thus reducing income forecasts
- Fans backlash if not kept full appraised.
- Cherry picking parts of the strategy and not implementing as a whole
- Failure to recruit adequate calibre of staff

### Conclusion

The successful delivery of this strategy necessitates clear objectives, time bound action plans and effective monitoring and evaluation. If accepted as the appropriate strategy a project team needs to be established to further develop the operational plan for this project.

Attached is an operational plan which gives -

- short
- medium
- long term

actions, which will evidence the successful implementation of this strategy.

## IFA Anti Sectarian Programme

- Present situation
- Vision
- Assumptions
- Strategies for Change
- Forcefield Analysis
- Managing Change
- Specific Actions
- Costs
- Evaluation

## IFA Anti Sectarianism Programme

### Present Situation

- Sectarianism and anti social behaviour continues to blight soccer matches in Northern Ireland.
- Evidenced by:
  - continuing sectarian chanting at local and international matches (18/8/99)
  - Crowd violence at local matches (Linfield v Glentoran 24/8/99)
  - Decreasing Crowd attendance's at local soccer (1996 - 1997 490,000)  
(1998 - 1999 460,000)
  - Less than maximum capacity at international matches v France (12,000)
  - Loss of marketing potential (Guinness)

## IFA ANTI SECTARIANISM STRATEGY

October 99  
Equality Manager  
SCNI

## IFA Anti Sectarianism Programme

### Vision

- To promote Northern Ireland Soccer as a vibrant dynamic product in which everyone in Northern Ireland has the opportunity to maximise their enjoyment of soccer whether as a spectator, coach, participant, administrator or referee regardless of religious belief, political opinion, sexual orientation, age, ability or gender.

### Objectives

The objectives of this project are to:

- By 2005 to have created an inclusive environment at all Northern Ireland international soccer matches by eliminating all sectarian, racist and sexist chanting.
- By 2002 every affiliated club, league and supporters club to have demonstrated their commitment to equitable practices by implementing coaching, recruitment and training strategies aimed at attracting marginalised groups into soccer.
- By 2001 to have designed, delivered and evaluated effectiveness of high profile billboard campaign aimed at raising awareness of need to address sectarianism in soccer.
- By 2002 the Irish Football Association, as a governing body of soccer in Northern Ireland shall have review all its policies, practices and procedures to ensure equality of treatment for all those involved in soccer in Northern Ireland.

## IFA Anti Sectarianism Programme

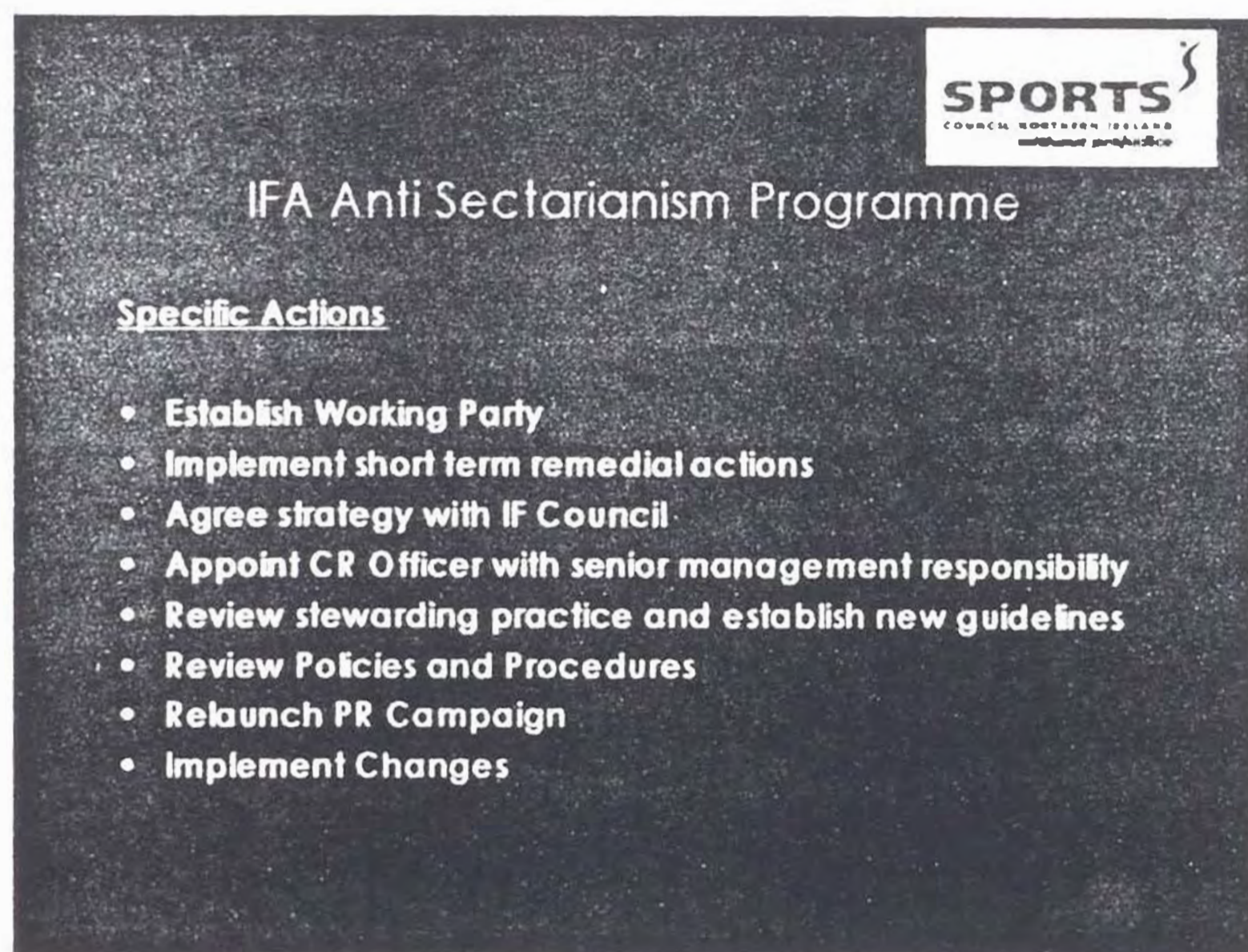
### Assumptions:

- The IFA are committed to the anti sectarian stance and can guarantee the unqualified support of all Senior Clubs, IFA Council and affiliated Associations.
- Public perceptions of Northern Irish soccer as a quality product has been severely tested and there is now a public expectation that the IFA address this issue (see Belfast Telegraph 19/8/99).
- Behaviour at international soccer matches cannot be addressed in isolation from all other aspects of soccer development in Northern Ireland. Thus internal IFA policies procedures and practices must also be addressed.
- Turnaround strategies such as implemented by Millwall FC have been extremely successful and act as proof of what affirmative action can achieve.
- Local soccer must "own" this strategy if real change is to be achieved.

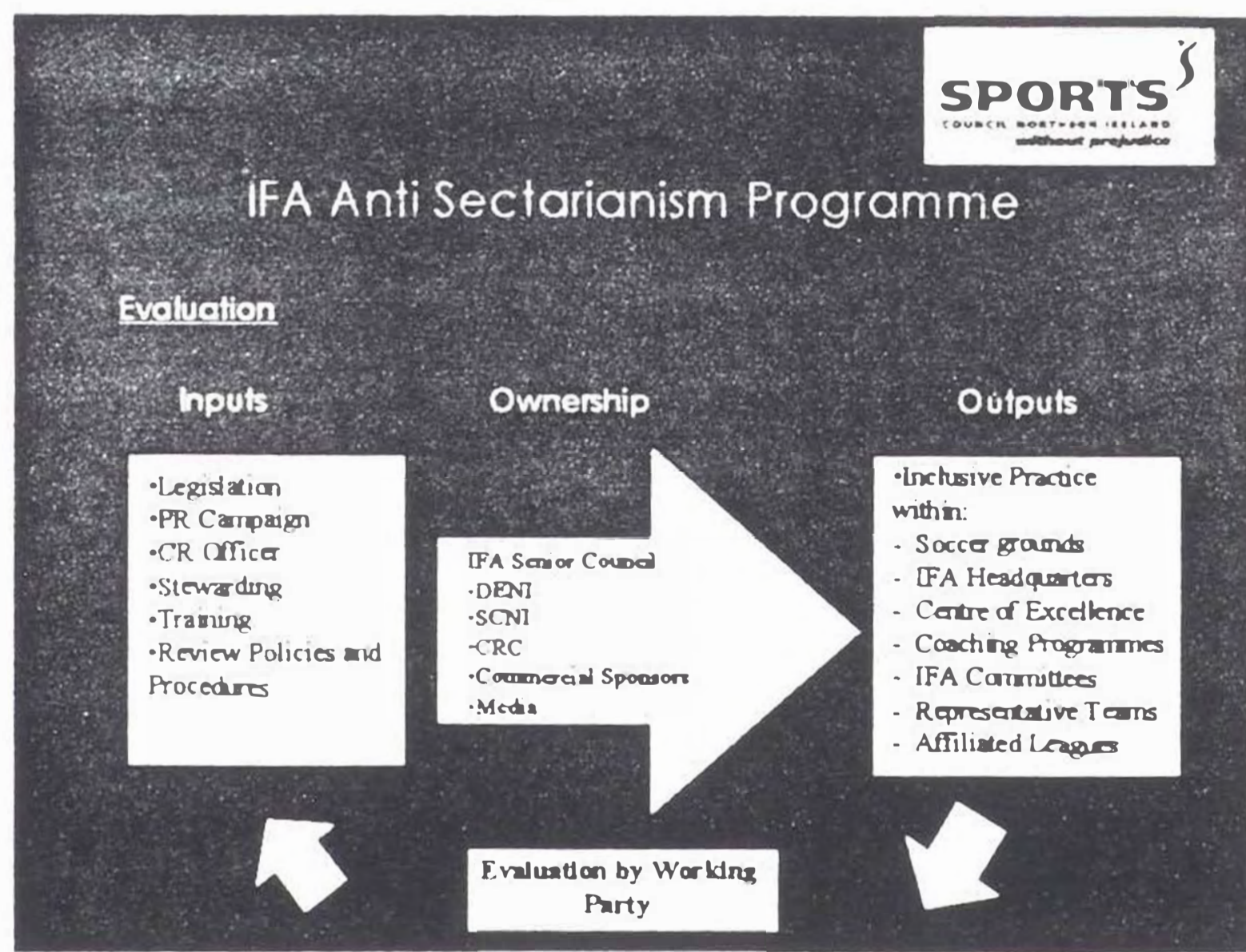
## IFA Anti Sectarianism Programme

### Strategies for Change

- Legislation (Rules and Regulations of IFA) enforcement of current laws.
- Education (Equity Training)
- PR Campaign (Participate, Celebrate and Tolerate)
- Development of Models of Good Practice (Glenavon FC)



| <div>  </div> |                       |  |
|--|-----------------------|--|
| IFA Anti Sectarianism Programme  |                       |  |
|  | Cost                  | Contribution                                     |
| CR Officer and Programme   | £38,000 per annum CRC | CRC  |
| Campaign   | £100,000              | £20,000 SCNI<br>£80,000 Commercial Sponsor       |
| Review, Policies and Procedures  | £5,000                | £5,000 IFA CR Budget                             |
| Stewarding   | £50,000               | £10,000 IFA<br>£40,000 increased gate recipients |
| Training   | £10,000               | £5,000 SCNI<br>£5,000 IFA                        |

[illegible]

## IFA Anti Sectarianism Programme

| INTERNAL  |   | Cost    | Responsibility |
|-----------|---|---------|----------------|
| Short     | • Review policies and procedures re location of fans, order of play and spectators of the game                | £2,000  | FA             |
|           | • Make up and representation on Council (re inclusion of all affiliated associations)                         | £1,000  | FA             |
|           | • Consider appropriate coverage and coverage to ensure to all sectors of the society                          | £2,000  | FA             |
|           | • Review employment procedure to ensure appropriate representation to the two communities                     | FA      |                |
|           | • Re-evaluate CP post with commitment for 5 years and upgrade salary  | £75,000 | FA, DFL, CRO   |
| Medium    | • Deliver Equity Training to all IFA staff and appropriate Officer Bearer                                     | £10,000 | FA             |
|           | • Review existing programme re coach education programme and include equity component                         | FA      |                |
|           | • Review existing policy and procedure re discrimination, abuse, bullying, etc. (e.g. MCH, etc. League, etc.) | £2,000  | FA             |
|           | • Review refereeing programme to include equity training  | FA      |                |
|           | • Consider appropriate coverage of all fixtures and appropriate display of IFA's flag                         | £1,000  | FA             |
|           | • Develop Code of Conduct for players   | FA      |                |
| Long Term | • Review existing programme to ensure support of all members of community and ensure best                     | FA      |                |
|           | • Use appropriate resources and develop programme to ensure programme   | £1,000  | FA             |
|           | • Develop IFA's programme to ensure support of all members of community and ensure best                       | £4,000  | FA             |

# IFA Anti Sectarianism Programme

## EXTERNAL

|                  |  | Cost        | Responsibility  |
|------------------|--|-------------|-----------------|
| <b>Short</b>     | • Liaise with BBC reference removal of graffiti.   | -           | BCC             |
|                  | • Tannoy announcements at internal matches.  | -           | IFA             |
|                  | • Anti sectarian message in every international match programme.   | -           | IFA             |
|                  | • Endorsement of anti sectarianism campaign by Northern Ireland team/players.  | -           | IFA             |
|                  | • Display of Sport without Prejudice banner every ½ time.  | £2,000      | IFA             |
| <b>Medium</b>    | • Anti sectarian message on back of all match tickets  | -           | IFA             |
|                  | • Relaunch of "Participate. Celebrate. Appreciate or Reconciliate" campaign.   | £100,000 pa | SCNI, IFA, DENI |
|                  | • Analysis/refusal of tickets to known agitators from Supporters Clubs.  | -           | IFA             |
|                  | • Series of positive media articles.   | -           | IFA             |
|                  | • Establishment of working party with significant figures ie. UEFA Representative, ex international, media representatives, NI Supporters Club representatives affiliated associations and Senior Clubs. | -           | IFA             |
|                  | • Develop Code of Practice for Clubs and Supporters Clubs.   | £3,000      | IFA             |
|                  | • Development of agreed and inclusive timebound strategy.  | £4,000      | IFA             |
|                  | • Endorsement of anti sectarian message by luminaries such as Manchester United, Liverpool etc.  | -           | IFA             |
|                  | • Research impact of sectarian on soccer   | £10,000     | IFA             |
|                  | • Advertise, hire and train stewards.  | £50,000 pa  | IFA             |
| <b>Long Term</b> | • Sustain momentum of campaign.  | £50,000 pa  | DENI            |
|                  | • Encourage Irish League Clubs to develop anti sectarian stance and inclusive community practices.   | £5,000      | IFA             |

# IFA Anti Sectarianism Programme

## INTERNAL

|           |  | Cost    | Responsibility |
|-----------|--|---------|----------------|
| Short     | • Review policies and procedures ie, location of mini soccer of excellence, rules and regulations of the game.           | £2,000  | IFA            |
|           | • Make up and representation on Council ie, inclusion of all affiliated associations.                                    | £1,000  | IFA            |
|           | • Consider appropriateness of media coverage and messages its transmit to all sections of our society.                   | £2,000  | IFA            |
|           | • Review employment procedures to ensure appropriate representatives to the two communities.                             | -       | IFA            |
|           | • Re-advertise CR post with commitment for 5 years and upgrade salary.   | -       | IFA            |
| Medium    |  | £75,000 | IFA, DENI, CRC |
|           | • Deliver Equity Training to all IFA Staff and appropriate Officer Bearers.  | £10,000 | IFA            |
|           | • Review existing programmes ie, coach education programme and include equity component.                                 | -       | IFA            |
|           | • Review existing policies and procedures with affiliated association, clubs and leagues, ie IFL Mid Ulster League, etc. | £2,000  | IFA            |
|           | • Review Referees training programme to include equity training.   | -       | IFA            |
|           | • Consider appropriateness of all literature, and symbols etc displayed in IFA offices.                                  | £1,000  | IFA            |
|           | • Develop Code of Conduct for stewards.  | -       | IFA            |
|           | • Review stewarding arrangements with Linfield FC.   | -       | IFA            |
| Long Term | • Review decision making process to ensure opinions of all members of community area considered.                         | -       | IFA            |
|           | • Use appropriate resource materials with young people in mini soccer programme.   | £2,000  | IFA            |
|           | • Develop IFA magazine to inform public of positive developments in all areas of IFA's work.                             | £4,000  | IFA            |