

# OLYMPIC COUNCIL OF IRELAND

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Vision, Mission, What We Value,  
Strategic Pillars

Strategic Plan 2018 - 2024



# Welcome

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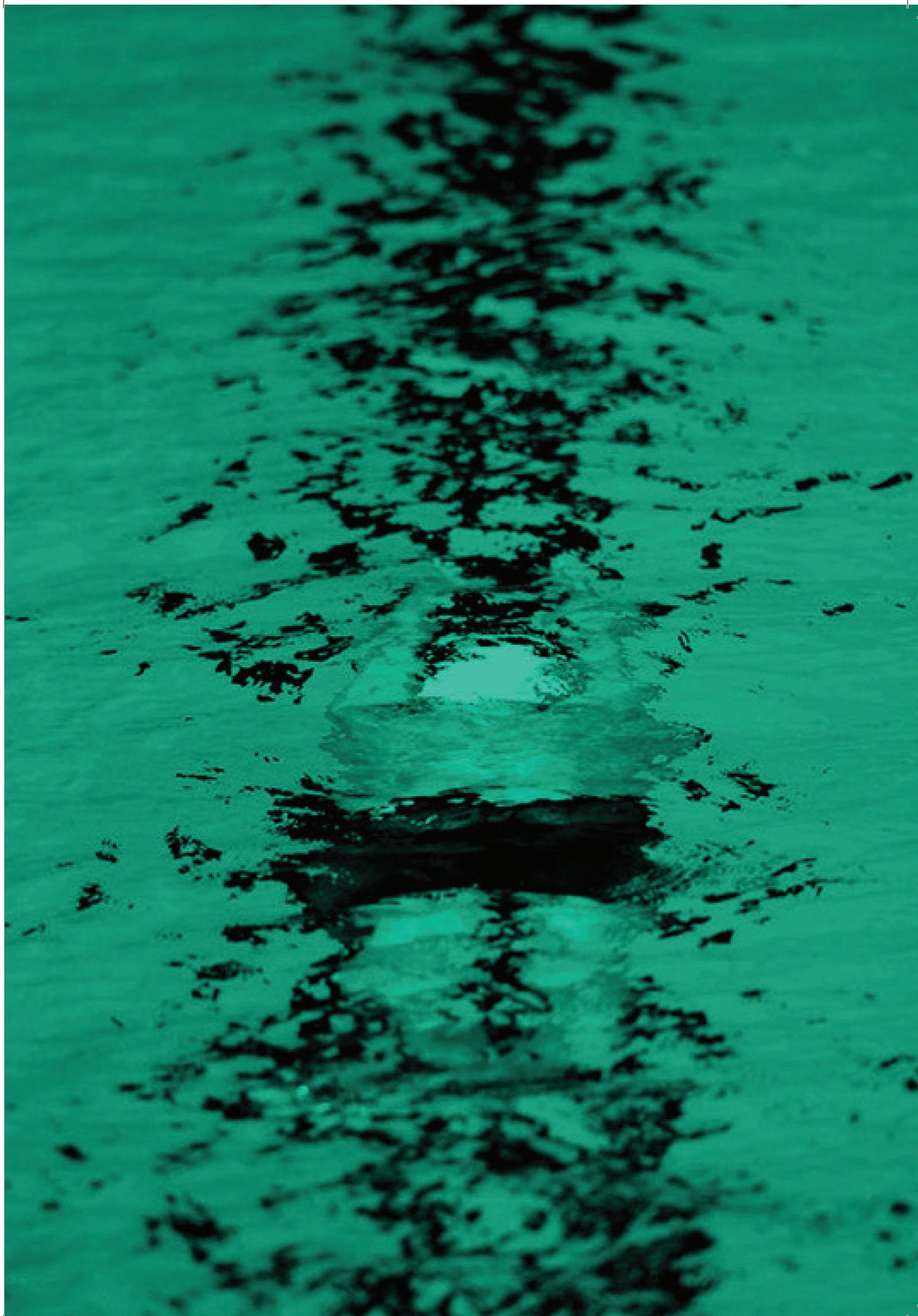
I am delighted to share with you the new Olympic Council (OCI) of Ireland Strategic Plan 2018-2024. This plan, developed following extensive consultation with the people who matter - athletes, member federations and others - sets out a clear path for the future of the organisation.

It will allow the OCI to be laser focused on preparing and leading our nation's finest competitors at the Summer, Winter and Youth Olympic World and European Games. We want to continuously improve the performances of Irish athletes across each Olympic cycle. We can't do this alone and we will work hard with our partners across the wider system of performance sport to enable this to happen. We will put athletes and those around them – coaches, support staff, families – first to ensure that we do all we can to help them achieve their full potential. We will add value through support services such as Olympic scholarships and high performance grants to help our finest athletes to proudly compete at the greatest sporting competitions in the world.

This plan also recognises that sport embraces all and we will look to provide support in different forms as our Olympic sports and federations continue to develop and evolve. Sport has the power to change lives. I am lucky enough to see this every day in the work that I do and in the people that I meet. With this strategy the OCI has, for the first time, set out a clear plan to harness the power of sport positively, to inspire a new generation of people to live the Olympic Values of friendship, excellence and respect.

This plan sets out the next exciting chapter of the Irish Olympic story and I sincerely hope you will embrace this plan and play your part in making our plans a reality. We have a lot to do and we are 100% committed to getting it done. Our athletes, member federations and the Irish sporting public deserve nothing less.

Sarah Keane  
President, Olympic Council of Ireland  
December 2017



# Inspiring the nation through the success of Irish Olympic athletes

# Vision

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**Inspiring the nation through the success of Irish Olympic athletes by improving our Olympic performance in each cycle.**

- More medals.
- Higher table rankings.
- More Final and semi-Final Finishes.
- Ensuring a positive journey and experience For Irish Olympians.

Delivery of this vision will be dependent on our ability to...

- Continuously Foster a performance culture within Team Ireland in partnership with our stakeholders.
- Put athletes First.
- Provide practical, effective and value adding support and services to our National Federations.
- Use the power of sport as a cause For good in Ireland.

# Enabling Irish sportspeople to achieve their dreams

# Mission

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**Our role is to use our mandate as a member of the International Olympic Movement to positively enhance Irish sport, Irish athletes and the country.**

We will deliver this by focusing on:

1. Supporting our athletes and their coaches to achieve their targets and excel within Team Ireland.
2. Working in partnership with the Irish high-performance sport ecosystem (Sport Ireland, Sport NI, Institute of Sport, Sport Institute Northern Ireland, Govt. Depts.) to achieve ambitious goals.
3. Planning, preparing and supporting Team Ireland to compete in Olympic events.
4. Promoting the value of sport and its benefits.
5. Making sure Fair sporting contests/ethics are upheld and zero tolerance to doping violations.
6. Promoting Irish performance athletes and their achievements inspire people to get involved in sport at all levels.
7. Operating to the highest standards with transparency and accountability to our members (the National Federations), the Irish public and our stakeholders.

# What We Value

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**People**

**Excellence**

**Teamwork**

**Positive Influence of Sport**

**Openness**

## People

- People are at the heart of sport. We value the contribution of all of the people involved in creating Olympians.
- Athletes are at the core and come first in our thinking. All we do is designed to support them in their journey.
- Family and friends are critical to that journey. We respect the role they play and will work closely with them to ensure they can share in the joy of their athlete's achievements.
- Coaches and athlete support staff are key members of Team Ireland and we must ensure they can perform their role to the highest standard at all times.
- Volunteers and professional staff within the various sporting bodies help create the platform for Olympic athletes to achieve. We will work closely with them to ensure we provide co-ordinated support and services that add value.

## Excellence

- We are ambitious for Irish sport and want to achieve the best results possible for Team Ireland at all Olympic events.
- We will set aggressive targets to win medals, climb the nation ranking tables and achieve more finalists across the sports we compete in.
- We are focused explicitly on supporting performance sport.
- We will advocate and agitate, as needed, to realise Ireland's ambition for sporting success.
- We will use the inspiration of Ireland's best athletes to inspire others to get involved in sport across the country.

## Teamwork

- We work as part of a wider system supporting performance sport in Ireland.
- Fundamental to what we do is serving and supporting our Members (the National Federations NFs) and their athletes. We will work closely with them to ensure that the NFs believe that the work of the OCI adds value to their performances.
- We will work closely with the other key stakeholders in that system to ensure all that can be done is being done to enable Irish Olympians succeed.

- We will work closely with the Olympic Movement including the IOC, EOC and ANOC and continue to develop strong, effective working relationships with them for the benefit of Irish Olympians and our members.

## Positive Influence of Sport

- The goal of the Olympic Movement is to contribute to building a peaceful and better world by educating youth through sport practiced without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play.
- The mission of the Olympic Movement is to not only ensure the celebration of the Olympic Games, but to also encourage the regular practice of sport by all people in society, regardless of gender, age, social background or economic status.
- We want to play our role in helping to increase access to sport for all and provide everyone, in particular young people, with the educational and health values of sport.

## Openness

- We fundamentally believe that we have a responsibility to all that share our love and passion for Irish Olympic Sport to be open, honest and transparent in how we conduct our business.
- We are committed to the highest standards of governance and will continually review our practices and processes to ensure that we meet this standard.
- We will be held accountable for what we do and how we do it publicly – to our members (the National Federations), funding partners and the public in general.

# Strategic Pillars

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1. Putting Athletes First
2. Enabling Performance
3. Inspiring Ireland
4. Becoming Financially Independent
5. Operating to the Highest Standards

# Strategic Pillars

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FOCUS AREA

## Putting Athletes First

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## Enabling Performance

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CORE AIMS

**We will support our athletes and their coaches to achieve their targets and excel within Team Ireland and ensure being an Olympian is the pinnacle of their sporting career**

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**We will provide programmes, support and funding where we can make a real difference and impact to Olympic success within our role as part of the Sport ecosystem**

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KEY ACTIVITIES

- Team Ireland games preparation & experience
- Athlete support & welfare
- Optimising resources
- Team selection
- Athletes Commission

- Team Ireland operations and support services
- Olympic solidarity projects / programmes
- OCI Funded programmes
- Working in partnership with NF, SI, SNI, SI Inst

## Inspiring Ireland

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**We will use the power of sport and our athletes to inspire young people to participate in sport, pursue their dreams and engage the nation behind Team Ireland**

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- Promotion of our Olympians and their stories to inspire others
- Education programmes
- Youth and Community outreach initiatives

## Becoming Financially Independent

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**We will rejuvenate, develop and maximise the OCI brand to generate revenues to fund our programmes and services to our athletes and achieve Financial independence**

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- Commercial and sponsorship partnerships
- Maximising Olympic solidarity Funding
- Olympic Foundation programme
- Communication and media profile
- Promoting the Olympic charter & movement

## Operating to the highest standards

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**We will operate to the highest standards of governance with openness, transparency and accountability to our stakeholders and the Irish public**

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- Governance Code
- Quarterly engagement with NFs
- Half yearly progress updates
- Partnerships with key stakeholders
- Strong relationship with IOC

# Putting Athletes First

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## KEY HIGHLIGHTS 2018-2024

### Planning, Preparation and Delivery of Olympic Events for Team Ireland

Over the term of the plan we have 16 major events to plan and prepare Team Ireland for including:

- 2 Summer Olympic Games (Tokyo 2020, Paris 2024)
- 2 Winter Olympic Games (PyeongChang 2018, Beijing 2022)
- 2 European Games (Minsk 2019, tba 2023)
- 3 European Youth Olympic Festival Summer (Baku 2019, Košice 2021, tba 2023)
- 3 European Youth Olympic Festival Winter (Sarejevo 2019, Vuokatti 2021, tba 2023)
- 2 Youth Summer Olympic Games (Buenos Aires 2018, tba 2022)
- 2 Youth Winter Olympic Games (Luusanne 2020, tba 2024)

### Athlete Commission

We will support the work of the Athlete Commission to ensure athletes are empowered to participate in our decision making structures and have a voice on all key matters affecting Olympic athletes.





# Enabling Performance

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## KEY HIGHLIGHTS 2018-2024

### New Funding Model

We will introduce a new Funding Model to provide supports that will make a real difference for our National Federations and the support they provide to Irish athletes and coaches. The Funding will be focused on:

- National Federation Olympic Development Support.
- Performance Coaching Support.
- 'Making a Difference' Projects.
- Olympic Solidarity Projects.

**There will be clear, transparent criteria and decision making processes for how this funding is allocated. Our aim is to invest over €2m through this funding model over each of the next two Olympic Cycles.**

### Effective Partnerships

We will work very closely with the key stakeholders in performance sport in Ireland including National Federations, High Performance Directors, Sport Ireland, the Sport Ireland Institute, Sport Northern Ireland, and Government Departments.

We will also work effectively within the Olympic Movement continuing to foster excellent working relationships with the IOC, EOC and ANOC. We will ensure that the relationships are strong, effective and aligned to deliver the best support services to our athletes and coaches.

# Inspiring Ireland

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## KEY HIGHLIGHTS 2018-2024

### Olympic Promotion Programme

We will establish an innovative, multimedia channel promotional programme that will significantly raise the profile of Irish Olympians on an ongoing basis, to ensure that the nation gets to know the athletes, their stories and the scale of activities happening within the Olympic programmes in Ireland. We will invest in additional resources in this area over the term of the plan to increase our capability.

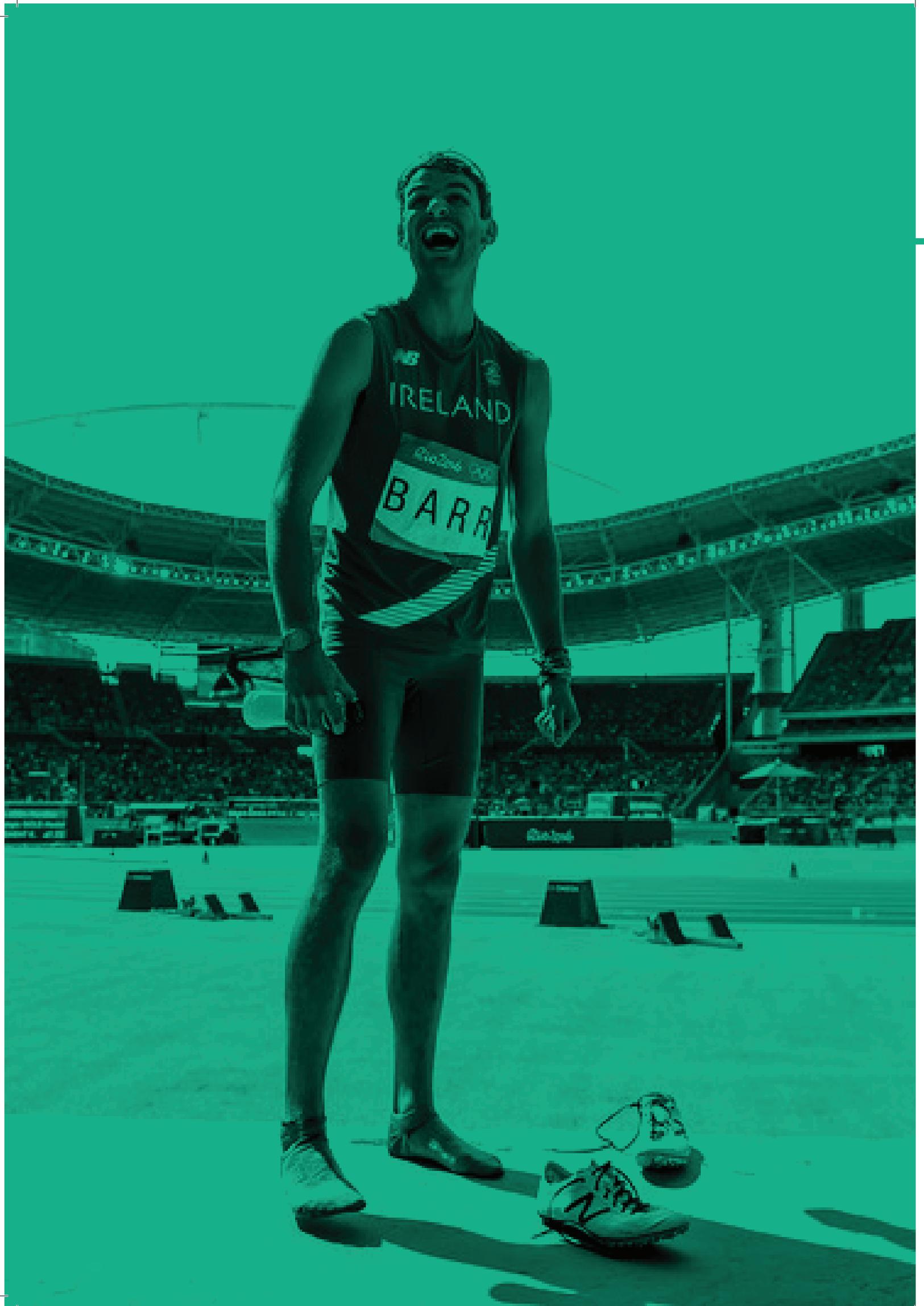
### Education Programmes

We will develop and deliver a range of education programmes targeting young people to leverage the positive influence of Olympic sport to inspire them to get involved in sport.

### Youth and Community Outreach Programmes

We will develop and deliver a series of programmes targeting youth clubs, sports clubs and other community based groups to influence positive change through sport in key areas linked to the Olympic Charter principles.





# Becoming Financially Independent

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## KEY HIGHLIGHTS 2018-2024

### Commercial Revenue

We will implement a new commercial strategy for the OCI that will generate significantly more revenue and which will maximise the value of the Olympic brand in Ireland.

### Olympic Foundation

We will create an Olympic Foundation Fund where corporate and private benefactors can donate to support the Olympic programme in Ireland.

### Olympic Solidarity Funding

We will ensure that we maximise our access to Olympic Solidarity Funding and encourage the National Federations to utilise fully this funding channel to positive effect over the term of this plan.

# Operating to the Highest Standards

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## KEY HIGHLIGHTS 2018-2024

### Quarterly Engagement with National Federations

We will engage on an ongoing basis with the National Federations with formal engagement at least every quarter throughout the lifetime of this plan.

### Half yearly progress updates

We will publish half-yearly public progress updates to keep the general public informed of what we are doing, how we are doing and increase confidence in the work of the OCI in the public eye.

### Governance Code

We will operate to best practice in governance and review the performance of the organisation annually against these standards. We will uphold the highest standards in openness, transparency and honesty and rebuild the trust in the OCI as an organisation.

