

COLERAINE FOOTBALL CLUB

NORTH WEST
REGIONAL STADIUM

THE SHOWGROUNDS THEORY OF CHANGE

As Coleraine football club and their home grounds approach their 100th anniversary the club committee want to ensure the community have the benefit of facilities fit for the next 100 years.





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SECTION 1

INTRODUCTION

This document presents a Theory of Change which outlines how and why the development of The Showgrounds and Coleraine Football Club can impact on enhancing positive outcomes for Coleraine Town, Causeway Coast and Glens Council and the entire North Coast Region of Northern Ireland both economic and socially and in particularly vulnerable young people within the context of antisocial behaviour and serious youth violence, prevalent in areas of high deprivation. The Theory of Change is based on consultation with a wide range of stakeholders, referred to in the Economic Appraisal.

In addition to the Theory of Change, this document includes discussion of:

- How stadium regeneration act as economic stimulus
- How programmes delivered by Coleraine Football through the new facility will provide social benefit to the areas of high deprivation which surround it.
- How the proposed development will bring social identity and civic pride to the area.
- Using theory to understand sport's contribution to positive change and a pro-social identity
- Matching the needs of the community to the sports infrastructure and programmes as an intervention
- Safeguarding and risk considerations
- Designing and implementing football-based programmes

Minimum requirements for the enablers and conditions needed for the Theory of Change for the delivery of the infrastructure and programmes are:

TABLE 1 – PROJECT COSTS

DESCRIPTION	COST	%	BENEFITS
Stadium pitch, changing rooms and surrounding wall	£726,000	4%	All year-round modern playing facilities with floodlighting. Wall coming down opened the club up to the community
Stadium Development and community 3G pitch	£16,579,000	83%	Increase attendance levels from 3,546 to 6,000-seater and 2,000 standing venue. Provide 2,500 hours of structured sports participation
Community Hub	£2,754,000	14%	Meeting rooms and class rooms for community programmes
	£20,059,000	100%	

Coleraine Football Club have embarked on a major redevelopment programme for The Showgrounds after major consultation, they have already delivered 4% of the project themselves, opening out The Showgrounds to the community and developing the stadium pitch which is used 6 evenings per week. The current application is for 83% of the overall project of which Levelling Up Fund is being asked for 73% (88% of phase 2). Discussions have taken place with local council and the IFA regarding the Community Hub.

SECTION 2

WHY DOES THE FOOTBALL CLUB NEED A NEW STADIUM?

Coleraine Football Club have been playing in Irish League competitions since 1927, since its inception it has been playing at the Showgrounds on the Ballycastle Road, Coleraine and the arena has hosted to many large games with household name clubs and players. The grounds are owned by the North Derry Agricultural Society and charge the club a peppercorn rent which they reinvest back into the venue annually.



Community Fun Day

With increasing stadium safety regulation and guidance, the current stadium is limited to 3,546 which is administered by Sport NI and Causeway Coast and Glens Council. Over the last 5 years the club has managed to make the European competitions rounds giving them exposure to higher level games. Coleraine and the Showgrounds are synonymous with the Milk Cup now known as the Super Cup, hosting teams from around the world launching many of today's Premier League players careers and give young local teams exposure to that level of football. This competition has been lost to the area because of the aging facilities.

The Showgrounds is the largest soccer stadium venue in the North West hosting up to 3,546 people for football matches and annually host up to 44,720 visitors per annum. There were no connections with the local chamber of commerce, or the hospitality industry and the town would have been unaware such numbers were visiting the area.

Showgrounds currently has an overall capacity of 3,546 due to the aging facilities, in 1982 the Showgrounds hosted 12,000 fans at one game and since then it has faced a steady decline, however throughout the 21/22 Irish League season the stadium has reached capacity on several occasions, with an average attendance of 2,236 across all games. An immediate need of The Showgrounds is to upgrade and enhance the current facilities to ensure that the licence maximum returns to 8,000.

A longer term need for The Showgrounds will be to upgrade it into 6,000-seater and 2,000 standing safe stadium that could host major sporting and entertainment events. The nearest all-seater stadium is the Kingspan Stadium in Belfast with a capacity of 18,196 (50/50 seated and standing) and the new Brandywell Stadium will have a capacity of approximately 6,000 seated, albeit none have net zero carbon credentials, which would make The Showgrounds as model of best practice on the island of Ireland.

The regeneration of The Showgrounds would enable increased crowds returning to Coleraine to enjoy the match day experience in a safe, family friendly environment. With the support of the Irish Football Association, Coleraine Football Club aim to bring larger soccer games out of Belfast exposing Coleraine, Causeway Coast and Glen as well as the entire North Coast to major sporting events. Impacting on the local economy and subjecting young people to high quality sport. Whilst the area hosted the Open, areas of high deprivation such as Cross Glebe and Coleraine Central would not identify or benefit from major golf tournaments.

Although there is a strong 'need' and demand for a regenerated Showgrounds Stadium, there is also a strong rationale for public sector intervention:



- Scale of Investment – historically in Northern Ireland the public sector has had to finance facility improvements to existing sports venues. Individual clubs and/ or Sporting Bodies do not have the financial resources to make the scale of investment needed, either to bring existing facilities up to the required international standards or to build new facilities with a net zero carbon footprint.
- Nature of Benefits – many of the benefits of an enhanced net zero carbon Showgrounds relate to greater community cohesion and improvement in the external image of Coleraine and North Coast which are merit goods, justifying public sector support.

Coleraine Football Club is requesting public sector support for their upgrading plans at The Showgrounds for a range of improvement works required. There are very few wholly private sectors funded sports stadia in the UK except for major Premier League football and rugby clubs. However, even these stadia have frequently benefited from some form of public sector assistance to both stadium safety and infrastructure costs. Examples include:

- Kingspan Stadium - £16.5 million of public sector funding.
- Casement Park - £77million.
- Wembley Stadium - £161 million.
- Millennium Stadium - over £50 million.
- Liberty Stadium, Swansea - £50 million.
- Kingston Communications Stadium, Hull - £45 million.
- City of Manchester (now Eithad) - £116 million.

In the Republic of Ireland, the Croke Park redevelopment cost €260m and received a total of €110m in public funding (€19m exchequer funds and €91m lottery funding) and the newly developed Aviva Stadium cost an estimated €410 million with just under half of this (€191 million) coming from public funding.

DfC, through programmes such as the Safe Sports Grounds Programme, has been involved with the IFA over several years in respect of the condition of their facilities. In 2003, the Sport NI summarised the situation as follows:

“Northern Ireland is the only region of the United Kingdom that is not served by a venue capable of hosting a major sporting fixture in a safe, spectator friendly environment with the range of services expected by the today’s consumer.”

“Each of the major venues for the respective sports despite recent renovations, fall short of the standards of safety and comfort found at arenas in the larger towns and cities of Great Britain.”

The research indicates that The Showgrounds is located between two of the most deprived areas in Northern Ireland, Cross Glebe and Coleraine Central both of which are in the top 10% most deprived in the province. Health, education, living environment and crime the largest contributors to depressing statistics. Investment in the Showgrounds infrastructure would sustain at least 171 jobs in the construction industry over the 3 years of the regeneration programme and 40 jobs within the club. The will all contribute positively to the local area. The tender process for the main contractor will aim to attract a responsible builder who will provide apprenticeship to young people from within the local area.



Aging facilities at Coleraine Showgrounds

Coleraine Football Club recently took in the UEFA Grow Programme which carried out a Social Return on Investment model on the club's value within the community. The report valued Coleraine Football Clubs value to the local community at £5.5 million, the full report is attached.

At present one game against Linfield in Coleraine is worth approximately £200,000 to the Coleraine economy, based on research from Sheffield Hallam University. Across an entire season the Irish League should be worth an estimate £3.7 million into the local economy. Research (using event IMPACTS national event evaluation framework) from leading sports economists, Sheffield Hallam University. Below are the socio-economic benefits calculation on what this project will bring to the area with the increased Showgrounds capacity and increased visitor experience.

TABLE 2 - WIDER SOCIO-ECONOMIC RETURN

Stadium Project	
Construction costs	£16,579,000
Construction phase (3 years)	£4,527,996
Social Return on Investment	£5,520,000
Event Impacts	£5,070,000
Employment within the Showgrounds	£800,000
Annual Socio-economic benefit	£15,917,996

With a newly developed Showgrounds with increased and highly quality facilities, increased capacity and increased 'visitor experience' tourism package this could provide a significant boost in not only the direct economic benefit but also in the destination marketing benefit.

In addition to the operating revenues which would be generated from ticket sales, corporate hospitality and sponsorship income discussed previously, there will also be additional economic benefits which a newly enhanced and larger capacity Showgrounds could bring to Coleraine, the Northwest and Northern Ireland. It is important therefore, that these benefits are also quantified where possible. The Community 3G pitch facility will also generate much needed revenue which adds to the football club's sustainability models as demonstrated in the projections below.



Pride of Coleraine Football Club for 100 years

Development of new stadia across the UK has been a catalyst for wider economic development for several years, for example Bolton Wanderers sold their Burnden Park site for retail development and entered a joint venture for a mixed-use development for the construction of the Reebok Stadium. There are numerous examples of local government supporting stadium developments to support the local economy, most recently Aberdeen Football Club and Aberdeen Council's revitalising of beachfront ^{1,2,3,4,5,6}

1. Ahlfeldt, G.M. and Kavetsos, G. (2011) Form or Function? The Impact of New Football Stadia on Property Prices in London. Unpublished. <http://mpr.ub.uni-muenchen.de/25003>
2. Coleman, R. and Ramchandani, G. (2010) The hidden benefits of non-elite mass participation sports events: an economic perspective, *International Journal of Sports Marketing and Sponsorship*, 12(1)
3. Davies, L.E. (2005) Not in my back yard! Sports stadia location and the property market, *Area*, 37(3), 268-276
4. New Zealand Tourism Research Institute (2007) The benefits of events: an annotated bibliography, AUT University
5. Wilson, R. (2006) The economic impact of local sports events: significant, limited or otherwise? A case study of four swimming events, *Managing Leisure*, 11, 57-70
6. DAVIES, L. E. (2008). Sport and the local economy: the role of stadia in regenerating commercial property. *Local Economy*, 23 (1), 31-46.

SECTION 3

RESPONSES TO FACILITY DEVELOPMENT

The use of sports stadia for economic development and regeneration has gained increasingly credibility in recent years, both academically and in terms of UK urban policy. The research all point differing aspects of economic and social benefits derived from stadium developments in deprived urban areas such as Coleraine. The evidence to support the effectiveness of stadia for these purposes is highly visible. Case study of the Millennium Stadium and the City of Manchester Stadium examined the effects of stadia development on the property market. It concludes by argued the need for further research on the role of stadia in the regeneration process if the impacts of these developments are to be maximised in the future.

Hosting large sporting events are also identified the potential economic benefits and there is significant research point to this claim and research by Dale L.E. IN 2008 also suggest that small-scale events such as local swimming events have the potential to generate unequivocal economic benefit to their host communities providing that secondary expenditure opportunities are available. Coleraine Football Club recognise that by hosting 20 Irish League games annually, bring back the Super Cup NI and attracting minor and junior internationals, the community of Coleraine could benefit significantly.



Coleraine Football Club's community fun day at the Showgrounds

The research also points to increased participation resulting from greater exposure to sporting events, however the existing provision of 3G pitches with floodlighting identified a total of fifteen 3G pitches in the entire Causeway Coast and Glens Council area, 9 are full size 3G pitches and 6 are youth 3G pitches. Five of the pitches are Council owned, with facilities at Scroggy Road Limavady most recently developed. Three pitches are school owned, two of which are available to the public for hire five pitches are owned by GAA clubs/Derry GAA Board, one owned by Coleraine Football Club and one at the Vale Central Greysteel. Apart from the stadium pitch currently at The Showgrounds there are limited facilities available to the young people of Cross Glebe and Coleraine Central earlier referred to as being within the top 10% most deprived areas in Northern Ireland. There is no structured sports programmes available to young people in these areas.

TABLE 3 - PROXIMITY TO SPORTS FACILITIES

Distance from sites			Distance from	
	Pitch	Owner type	Showgrounds	Type of number of pitches
1	Rugby Avenue Playing Fields, Coleraine	Causeway coast and glens	1.1	1 full sized 3G pitch
2	Dalriada School, Ballymoney (Youth)	Education	7.5	1 Youth 3G pitch
3	Limavady High School (youth)	Education	14.9	1 Youth 3G pitch
4	Vale Centre, Greysteel	Club and community owned	22.1	1 full sized 3G pitch
5	Glenullin GAC (Youth)	Glenullin GAC	7.4	1 Youth 3G pitch
6	Owenbeg Centre of Excellence, Dungiven	Derry County Board	20.6	1 full sized 3G pitch
7	Rasharkin GAC	Rasharkin GAC	17.5	1 Youth 3G pitch
8	Dunloy Cuchulainns'	Dunloy Cuchulainns'	15.7	1 Youth 3G pitch
9	Ruairi Óg CLG Cushendall	Ruairi Óg CLG Cushendall	29.5	1 Youth 3G pitch
10	Ballycastle Playing Fields	Causeway Coast and Glens	19	1 full sized 3G pitch
11	University sports centre	Causeway Coast and Glens	1.7	1 floodlit 3G pitch
12	Dungiven sports centre	Causeway Coast and Glens	20.4	1 floodlit 3G pitch
13	Joey Dunlop Leisure centre,	Causeway Coast and Glens	10.7	1 floodlit 3G pitch
14	Roe valley leisure centre,	Causeway Coast and Glens	14.7	1 full size 3G GAA floodlit pitch
15	Showgrounds	Coleraine Football Club	0	UEFA Gold standard 3G pitch

When developing the business case for the North West Regional Stadium and 3G pitch the author spoke to several stakeholders these were later followed up on as part of this appraisal process and planning process, these included the following:

- We met all the political parties in their party groups, we listened to their views and considerations.
- We visited all the MLAs at their consistency offices and presented our concept for the Showgrounds and explained what we are doing already.
- We met the Chamber of Commerce, the Town Centre Management group, and the BID group together and explained the regeneration and the economic stimulus the proposed project will bring to the town.
- We met with the Northern Regional College, outlined our plans and how their development would have mutual benefit to both parties.
- We prepared our glossy business case and circulated to all groups and sought feedback.
- We presented to the Leisure and Development Committee council twice to agree and partnership support.
- We met with community groups and schools on a one-to-one basis and offered them visits to the Showgrounds to explain the plans.
- We met with Deirdre Hargey the Department of Communities minister twice, to outline the social benefit the scheme would have within the area.
- We met with Paul Girvan First Minister for Northern Ireland and his team and presented our scheme.
- Conor Burns Minister of State for Northern Ireland visited the Showgrounds to see the proposed development and provided his support.

- During the planning process open days were held for the public to meet the team and ask questions about the project.
- An online portal was opened for the public to engage with the club.
- A free Community Fun Day was hosted by the club locals to come along and see what the club is planning and gain their feedback.
- A hospitality night was hosted by the club and all the key influencers were invited to the game to experience the atmosphere Coleraine Football Club brings to the community.

All the consultees recognise the lack of government investment going into Coleraine Town and Causeway Coast and Glens Council since the Review of Public Administration. The author then looked at how the North West Regional Stadium @ The Showgrounds fitted with various government plans, strategies and objectives.

Government Departments

The proposed development plan's cross cutting themes touch on the operational and strategic plans of various government departments who share similar aims and objectives. Consultation has been undertaken with ministers and senior officials from several departments to include:

- Northern Ireland Office
- Executive office
- Department for communities
- Department of Economy

Causeway Coast and Glens Borough Council

Coleraine Football Club presented to all the political parties individually and then twice to the Leisure and Development Committee within council who gave their support to the proposed plan for the North West Regional Stadium and the Community Hub.

Statutory agencies/ Colleges

Coleraine Football Club have engaged with several statutory agencies and arm's length bodies delivering on behalf of their sponsoring departments have also been identified and included in an initial round of feasibility study consultation. Consultees included:

- Planning Service
- PSNI
- Road Service
- Translink
- Northern Regional College

Northern Regional College the third level education institutions within the area have also been consulted regarding its potential relationship with the club, its sports science facilities.

Sporting Bodies

Coleraine Football Clubs have a strong sporting emphasis within the community, so the author spoke to the following groups as part of the consultation process:

- Irish Football Association
- Ulster GAA
- Coleraine Rugby and Cricket Club
- Coleraine Boxing Club
- North West 200
- North West Football Association
- Super Cup NI

Community sector Organisations and Groups

Engagement with grass roots-based community and voluntary agencies who are currently delivering essential community programmes within the area have been consulted with. Many of these have either provided letters of support or given direct feedback to the board.

Below is the detailed responses from the consultees:

TABLE 4 – CONSULTEES RESPONSES

Stakeholder	Summary of Discussions
<i>The Minister of State for Northern Ireland Conor Burns</i>	<ul style="list-style-type: none"> • Supportive of Coleraine Football Clubs application to the Levelling Up Fund • Visited the site and discussed the plans for the North West Regional Stadium • Expressed an interest in coming back to the site when the funds are secured.
<i>The Executive Office First Minister Paul Givan</i>	<ul style="list-style-type: none"> • Supportive of the development plans for Coleraine Football Club and keen to assist where possible • Indicated that the SOC document was very useful in informing government of the needs within Coleraine. • Advised regarding the potential funding opportunities and the likelihood of the Sub Regional Fund being delivered in the current mandate. • As scheme of this scale will require a cocktail of funding and the ability to leverage other support would be critical. • Expressed an interest in being updated on an ongoing basis when appropriate and would explore avenues to assist where possible
<i>Department for Communities Minister Deirdre Hargey</i>	<ul style="list-style-type: none"> • The club met the minister twice over zoom during Covid • Showed support for the plans and would be keen to provide practical assistance where possible. • Indicated while sport formed a significant element of the proposal, it also focused on community development - suggested multi government departments including approach to the regeneration plans. • Directed the club committee to other sections within DfC for further engagement, but at this early stage would be keen to maintain engagement through Sports Department officials • Advised on roll out of Sub Regional Funding
<i>MP for East Londonderry Gregory Campbell</i>	<ul style="list-style-type: none"> • Visited the site twice to meet the club's board and project team • Indicated his support for the SOC prepared by the committee • Understood the positive impact the plans would have on the regeneration of this part of Coleraine • Understood the community development opportunity this project would bring to the area • Appreciated the history and the heritage of football to the town of Coleraine the civic identity football gives an area.
<i>Department of Economy Chairperson Caoimhe Archibald</i>	<ul style="list-style-type: none"> • Very appreciative of the engagement and opportunity to see the proposal • Acknowledge that the focus of the proposal may bring to the town centre, and very supportive of the proposed development and keen to assist where possible. • Keen to examine further the proposed connection and engagement with the private sector and suggested enterprise elements including the engagement with the Causeway Coast and Glens Chamber of Commerce.
<i>MLA Claire Sugden (Independent and previously the Justice Minister)</i>	<ul style="list-style-type: none"> • Visited the site twice to meet the club's board and project team • Indicated his support for the SOC prepared by the committee • Understood the positive impact the plans would have on the regeneration of this part of Coleraine • Understood the community development opportunity this project would bring to the area • Appreciated the history and the heritage of football to the town of Coleraine the civic identity football gives an area.

<p><i>MLA Maurice Bradley (DUP)</i></p>	<ul style="list-style-type: none"> • Maurice is a keen supporter of the club • He is officially the club photographer • He has met with the board and been very supportive of the plans • Pledged his support for the SOC prepared by the committee • Understood the positive impact the plans would have on the regeneration of this part of Coleraine • Understood the community development opportunity this project would bring to the area • Appreciated the history and the heritage of football to the town of Coleraine the civic identity football gives an area.
<p><i>Northern Regional College Aaron Ballantine</i></p>	<ul style="list-style-type: none"> • Very keen to progress the proposed development given the possible educational linkages with the college and the potential further connections that could emerge from a future enhanced partnership. • Its location in proximity to the Coleraine Campus, there are significant opportunities to connect young people with college life, which could include education, employment, new courses development, sharing the space with others and opening wider youth engagement. • With the possibility of international football teams being based at the Showgrounds, it again represents a fantastic opportunity for NRC, to provide access to its new sports science department etc.
<p><i>Ulster GAA Diarmard Marsden Community Development Manager</i></p>	<ul style="list-style-type: none"> • Ulster GAA are supportive of shared spaces which can facilitate programme delivery. As present they are delivering programme work via Fresh Start Through Sport-tackling paramilitarism. This programme is being rolled out in Derry and it is up to the delivering agents to find suitable venues for this activity. • Eoghan Rua is the GAA club based in Coleraine, the club have recently secured £242k from Causeway Coast and Glens Council for a capital development which is a second grass training pitch, Coleraine Football Club provided a letter of support to the club for this development. Whilst a 3G soccer pitch may not be of use to Eoghan Rua senior teams the club would welcome access player development facility for various programmes. • Capital funding via Ulster GAA and Croke Park has been severely impacted by Covid, but this is now starting to open.
<p><i>Coleraine Boxing Club John Henderson Head Coach</i></p>	<ul style="list-style-type: none"> • Coleraine Boxing Club is based at Showgrounds. • Coleraine Boxing Club is supported by Coleraine Football Club and given access to facilities. • They proposed develop will only further enhance the provision of services to Coleraine Boxing Club • Coleraine Boxing Club recognise the greater range of services will help increase participation in boxing in the greater Coleraine area and provide an increased opportunity for partnership working. • Coleraine Boxing Club welcome the overall proposed developments planned for Coleraine Football Club

<p><i>Irish Football Association Gavin Nelson, Business Manager</i></p>	<ul style="list-style-type: none"> • Coleraine Football Club are the only NIFL club in the Causeway Coast and Glens Council area, the appeal of the club broadens out the support for football around Northern Ireland and not just Belfast. • The IFA see the proposed development as an opportunity for underage football and women's football to avail of the facilities • The IFA recognise the Coleraine Football Club have the second highest attendance of supporters in the league and that the club has given the community civic identity and pride within the community. • The IFA see the plans at Coleraine Football Club fitting with the strategic aims of the association as it invests in local communities. • The IFA recognise the exemplar nature of Coleraine Football Clubs plans and see the proposal as demonstrating a positivity in Northern Irish football.
<p><i>Andrew Hutchinson Chair of Coleraine Rugby and Cricket Club</i></p>	<ul style="list-style-type: none"> • Coleraine Football Club have been an active supporter of Coleraine Rugby and Cricket Club • The clubs previously participated in a council led initiative to have shared space at Rugby Avenue in Coleraine. • Underage teams and development squads would benefit from access to 3G facilities and meeting spaces. • Acknowledgement that Coleraine Football Club are prepared to help Coleraine Rugby and Cricket club achieve their ambitions too. • The challenge will just be to manage expectations and the access of individuals sporting groups.
<p><i>PSNI (Community Policing Johnny McKeever)</i></p>	<ul style="list-style-type: none"> • Coleraine is the second safest town in county Londonderry, the overall crime rate for 2021 was 59 crimes per 1,000 • The most common crimes are violence and sexual offences, with 779 offences during 2021 • One of the main challenges for policing in Coleraine and the wider Triangle area is Youth ASB. • Higher instances of congregating youths, consuming alcohol which then elevates ASB to another level. • PSNI Neighbourhood Teams recorded a total of 6 crimes on the lower Ballycastle Road area (2 burglaries and 4 violence and sexual offences) the team are currently work closely with youths in the area and the proposed development would fit well with the PSNI's strategy. • The PSNI are supportive of anything which would be a positive intervention for young people in the area. • The PSNI recognise that Coleraine Football Club play a central role in community development.
<p><i>Education Authority</i> <i>Letters of support from various schools within Coleraine</i></p>	<ul style="list-style-type: none"> • The local school appreciate the efforts made by Coleraine Football Club with the schools in the local area. • Structured programmes for youth of the area provide increased opportunity away from sudatory lifestyles • Coleraine Football Club give the young people of the area something to have pride in and aspire too. • The North West Regional Stadium provides the schools with all year-round outdoor space to participate in sport and host events. • The Northern Ireland schools cup final is being hosted in Coleraine Football Club 2022 • Within the Blue and White Mile there are 4,500 children under the age of 16 years old, 30 primary schools and 4 secondary schools and one FE College all within a 10–15-minute walk from its target audience

<p><i>North West 200 – Mervyn White</i></p>	<ul style="list-style-type: none"> • Coleraine Football Club have been active supporters of the North West 200, offering office space and accommodation for the event. • The North West 200 recognise the positive image Coleraine Football Club brings to the area. • The North West 200 recognise the positive work done by Coleraine Football Club within the community
<p><i>Coleraine Chamber of Commerce – Annette Deighan</i></p>	<ul style="list-style-type: none"> • Coleraine Football Club bring 40k people into Coleraine Town Centre to the 20 home games per year, this provides a significant footfall opportunity for the local traders • Coleraine Football Club employ 39 people locally all of whom spend money with the local area. • Coleraine Football Club generates £1.2 million to £1.4 million annually all of which it reinvests into the local economy. • Coleraine Football Club have a policy of buying local when it can.
<p><i>North West Football Association – Raymond Kennedy President</i></p>	<ul style="list-style-type: none"> • Coleraine Football Club have been active supporters of the North West Football Association, of which Coleraine is a member, offering office space and accommodation for events. • The North West Football Association recognise the positive image Coleraine Football Club brings to sport in the area. • The North West Football Association recognise the positive work done by Coleraine Football Club within the community
<p><i>Super Cup NI – Victor Lenard Chairman</i></p>	<ul style="list-style-type: none"> • The Super Cup NI, previously the Milk Cup previously hosted finals in Coleraine Showgrounds • Coleraine Football Club have been active supports of the Super Cup NI, offering office space and accommodation for the event. • The Super Cup NI recognise the positive work done by Coleraine Football Club within the community

SECTION 4

USING THEORY TO UNDERSTAND HOW SPORTS FACILITIES CAN CONTRIBUTE TO ENHANCING POSITIVE OUTCOMES

Coleraine Football Club aim to implement sports programmes in conjunction with its partners to ensure the new facilities are used effectively to address social need within the area. There are several theories which are useful in explaining how and why positive change occurs in and through engagement in sport. This Theory of Change has drawn predominantly on the social development model as this builds on several different theories and argues that prosocial behaviour is learnt and therefore has the same underlying developmental processes as economic benefits and actions which address deprivation and particularly anti-social behaviour. Strong antisocial bonds associated with soccer increase the likelihood of antisocial behaviours whereas strong prosocial bonds linked to regeneration and sports participation increase the likelihood of prosocial behaviours consistent with a pro-social identity and civic pride.

The main identified socialization processes involved in social development are opportunity, involvement, skills development and reinforcement and positive activities leading to a positive identity. Interventions therefore need to aim to maximise prosocial opportunities for involvement, skills, rewards, bonding, and beliefs, and reduce antisocial opportunities for involvement, skills, rewards, bonding, and beliefs.

TABLE 4 - ANTI-SOCIAL IDENTITY VERSUS PRO-SOCIAL IDENTITY

ANTI-SOCIAL IDENTITY		PRO-SOCIAL IDENTITY
Making negative choices	↔	Making positive choices
Status and security arise from negative, self-defeating decisions	↔	Status and security arise from positive decisions
Engaged in destructive activities and roles	↔	Engaged in constructive activities and roles
Short-term motivation	↔	Future orientated and long-term vision

SECTION 5

MATCHING THE NEEDS OF THE COMMUNITY TO THE APPROPRIATE SPORTS PROGRAMME

Sports-based interventions which operate within the context of serious youth violence can be classified as primary, secondary and tertiary (in the same way that public health initiatives can be classified).

TABLE 6 - SPORTS-BASED INTERVENTIONS

PRIMARY	SECONDARY	TERTIARY
<p>Universal provision that is open to all which provides activities that are engaging and diversionary in nature which contribute to supporting areas of high deprivation including crime.</p>	<p>Targeted approach for young people who have been identified affected by deprivation. Many of these young people will be known to community organisations or will be referred by another agency. This level of intervention requires more formal support and expertise in order encourage their participation.</p>	<p>Also targeted and usually focused on young people who have already offended? It is important to note that these young people are often very vulnerable and may have experienced complex trauma because of violence, for example, either as bystanders or as gang members. Consequently, these interventions require high levels of expertise and resource to protect against the risk of doing additional harm.</p>

IT IS IMPORTANT TO RECOGNISE THAT:

Young people's circumstances and needs can change very quickly which requires delivery staff to be able to respond flexibly.

Project staff might not always be aware of the complexities or vulnerabilities of some young people attending their session - particularly when the sessions are open access sport programmes run in the local community.

TABLE 5 - IDENTIFYING THE APPROPRIATE SPORTS PROGRAMME(S) FOR YOUNG PEOPLE



TABLE 7 SPORTS PROGRAMME

PRIMARY	SECONDARY	TERTIARY
PROGRAMME APPROACH		
<ul style="list-style-type: none"> • Universal/Open Access • Neighbourhood/ community level • Developmental provision to improve overall life opportunities 	<ul style="list-style-type: none"> • Targeted at those considered at risk of involvement in youth offending • Can be an individual/ family approach and/or targeted at geographical 'hot spot' areas 	<ul style="list-style-type: none"> • Targeted intervention for those already involved in offending behaviour ranging from less serious to more serious offending • Can also support rehabilitation programmes
EXAMPLES OF SPORT PROGRAMMES		
<ul style="list-style-type: none"> • Regular weekly sports activity sessions • Opportunities for volunteering and training/ qualifications • School holiday activities 	<ul style="list-style-type: none"> • Targeted and/or 'hot spot' group sports sessions • Sport-based one-to-one mentoring programmes • Formal sport volunteering opportunities including training and qualifications • Residential trips with outdoor adventure activities • Can be linked to 'primary intensity level' sports programmes to provide additional opportunities if and when appropriate 	<ul style="list-style-type: none"> • Sport-based one-to-one mentoring programmes • Targeted small group work using sport • Sport volunteering, training, and qualification opportunities • Sport as one element of a more holistic programme run by other agencies • Sport programmes to support rehabilitation • Can be linked to 'secondary intensity level' sports programmes to provide additional opportunities, if, and when appropriate
EXAMPLES OF SPORTS FACILITIES		
<ul style="list-style-type: none"> • Open access outdoor facilities • Hard wearing all year-round playing surface • Floodlighting for evening use • Simple areas to enjoy the match day experience • Safe stadium with basic amenities 	<ul style="list-style-type: none"> • Modern accessible 3G pitch • Coaching facilities linked to structured programmes • Linkages with a recognisable football club • Opportunities to have game time on modern playing surfaces all year round. • Facilities accessible linked to school and community organisations. • Hospitality facilities • WIFI accessible 	<ul style="list-style-type: none"> • Structured coaching programme driven by qualified and skilled coaching staff hosted in modern facilities. • Player development facilities including gym, rehabilitation equipment, canteen, changing and showers • Classroom and education facilities for training and qualification opportunities • Facilities linked to a holistic approach to young people development. • Zero carbon emissions stadium • Quality hospitality facilities available to hire. • International stadium facilities capable of hosting major events.



Building on community needs and building civic pride and community identity

SECTION 6

THEORY OF CHANGE

The Theory of Change outline how sport can be harnessed to develop intervention which provides positive experiences for communities and support civic pride and community identity as well as delivering health and well-being opportunities.

ENABLERS AND CONDITIONS are the foundations which facilitate the design and implementation of successful delivery. They can be grouped into four different categories which build on the Ten Ingredients: Foundation and infrastructure, Creating the right offer, maintaining engagement, and Maximising impact.

ACTIVITIES are the things that the community, families, and young people take part in and include sport and physical activity, volunteering (and social action) and participation. The Community Liaison Officer will continue to develop the following programmes:

- Coleraine Schools Programme – Coleraine Football Club sends their professional footballers out to local schools to support school activities. The club also allocates free tickets to school children and their parents to come to key matches so children and their parents can enjoy the match day experience, this programme focuses on areas of high deprivation.
- Underage coaching programme – the board of Coleraine Football have high quality paid and volunteer coaching staff working with 461 young people under the age of 16 from the Coleraine area, receiving structured physical education and coaching. These kids are drawn from the various wards within Coleraine including the most deprived. This group would be one of the main benefactors from the Community 3G pitch development.
- Women's Football – the board of Coleraine Football Club recently developed a women's football team at the club and are providing the necessary resources to help it flourish. This group would be one of the main benefactors from the Community 3G pitch development.
- Food Bank Programme – the club works with the Vineyard Compassion to develop a food bank for the Coleraine area. Supporters of the club are encouraged to donate food to help those in food poverty. This brings positive change to people's lives using football.
- Street Soccer NI – the club provides access to the stadium pitch and changing facilities to Street Soccer NI, who work with disadvantaged groups of society such as the homeless, people with addictions, mental health issues, ex-prisoners, refugees, asylum seekers and long term unemployed.
- Hummingbird – mental health charity work with Coleraine Football Club to provide positive outcomes for their clients.
- Olive Branch – a mental health charity work with Coleraine Football Club, the club provide a positive experience through access to footballers, access to matches etc
- PSNI Community Youth Programme – Mentorship Programme run by the PSNI, involving children from the local community who were at risk of being involved in anti-social behaviour, the club support the participants with projects around The Showgrounds.
- Northern Ireland Adoption Service – the club works with the adoption service to provide positive experience for young people in the care system.

OUTPUTS emerge through provision of modern and safe physical infrastructure which the community engage with, and the activities delivered as part of a supportive environment to form positive habits and behaviours. Therefore, these experiences must encourage the community to sustain their involvement. Greater commitment can result in more positive self-belief. Recognising community achievements is important for supporting the development of a pro-social identity.

INTERMEDIATE OUTCOMES are where the community both commercial and social start to experience first-hand empowering experiences generated by the stadium development which strengthen social bonds (e.g., to family, school, neighbourhood, peers, prosocial attitudes) and enhance their social capital. These are the building blocks for developing a pro-social identity. Intermediate outcomes require sustained involvement over many months/years. Coleraine Football Club have established an academy for participation and a

Community Liaison Officer to engage with social and commercial partners.

LONG TERM OUTCOMES are developed and reinforced through the ongoing socialisation process through involvement in positive activities and support the development of skills which empower the young person to develop a prosocial identity and thereby reduce the likelihood of the outcomes of a highly deprived community including offending. Long term outcomes are likely to be achieved over several years.

THE LINE OF ACCOUNTABILITY shows that whilst sport can make a hugely valuable contribution to these efforts within the Theory of Change, it cannot work in isolation but instead should be seen as part of a holistic, multi-agency approach involving a range of stakeholders. All aspects of Coleraine Football Clubs activities are feedback the board of directors who are appointed by Friends of Coleraine Football Club made up of volunteers from within the community. The land on which the proposed development is planned is owned by North Derry Agricultural Society which is also a community-based organisation set up to bring community benefit to the area.

THE AIM OF THE THEORY OF CHANGE is to support the development of a pro-social identity for the entire community of Coleraine Town, Causeway Coast and Glens Council and the North Coast Region to prevent the effects of deprivation including antisocial behaviour and increasing a positive environment through Regeneration of The Showgrounds and enabling the delivery of Cultural programmes the enhance the quality of life for the community facilitating them to make a positive contribution to society.



Halo Tuff at the Showgrounds

TABLE 8 – AIM OF THE THEORY OF CHANGE

PROBLEM Aging and declining sports stadium which lacks the appropriately designed and delivered sports opportunities for the community and particularly young people from within the area.	
ENABLERS AND CONDITIONS Must be present for success, absence can hinder a project	<div style="text-align: center;"> Clear Ethos – Multi Agency ▼ Right Facilities - Right People – Right Staff – Right Style, Time, Place ▼ Developmental – Attractive – Rewarding – Sustainable – Accessible </div>
ACTIVITIES These are the hook for change where the community connect with others and start engaging	Football → Volunteering → Mentoring
OUTCOMES Observable and tangible results of activity where the community start to form habits, connect with others, and succeed. Expressed in the Benefits Realisation and quantitative.	Participation Engagement Achievement
INTERMEDIATE OUTCOMES Changes resulting from making part (e.g., increased knowledge, skills, improved, attitudes and behaviour)	Behaviour – Well-being – Attitude/values – Skills/knowledge - Identity
LONG TERM OUTCOMES The community making positive choices that provide status and security. They are constructively engaged and future oriented.	Resilient – Engaged – Supported – Connected – Aspirational
ACCOUNTABILITY	Aim To support the development of a pro-social identity and civic pride of Coleraine Town, Causeway Coast and Glens Council and the North Coast Region by providing state of the art Regional Football Stadium which will bring social and economic benefit to the area.

SECTION 7

DESIGNING AND IMPLEMENTING SPORT-BASED INTERVENTIONS

CHALLENGES

Not overpromising

Coleraine Football Club have identified the potential risks of the football stadium and programmes not delivering what has been promised. Joined-up response to key stakeholders within the community to achieve the same aims over a sustained duration.

Community Principles

Football/Sport needs to demonstrate community-first principles being Inclusive, Participatory and Locally Centred.

Diverse and Culturally Aware

Authentic engagement with the community requires an empathy and a strong understanding of individuals' cultural heritage and therefore the workforce should ideally reflect the diversity of the society/participants.

Safeguarding

Safeguarding the provision of facilities and services to meet the complex challenge. Whilst Coleraine Football Club already have safeguarding procedures in place, with the IFA, NIFIL, Causeway Coast and Glens Council as well as education authorities in relation to the academy other interventions are likely to require bespoke risk assessment to minimise the potential for harm and unintended consequences for staff/volunteers and the community.

ENABLERS

Based on the Ten Characteristics of an effective project facilitate successful delivery. They include building a strong foundation, creating the 'right' offer, maintaining engagement and maximising impact.

FOUNDATION

Clear Ethos

A clear community centred ethos is vital because it ensures that those involved in delivering the stadium and community pitch have a shared understanding of both the aims of the project and of the community that the projects seek to engage. The ethos needs to be visible at both strategic and operational level.

Multi-agent/Partnerships

Utilising football/sport to prevent and redress the issues caused by high levels of deprivation including reducing ASB requires an offer that is more complex than other doorstep sports clubs. It requires partners working together to develop a bespoke approach to a local area based on a good understanding of the locality – opportunities and constraints. The partnership approach adopted by Coleraine Football Club will also be vital in ensuring sustainable impact in the longer term.

CREATING THE 'RIGHT' OFFER FOR COMMUNITIES

Right Staff

Sport infrastructure projects benefit from having the right people involved from board members through to staff who are community-centred, this approach to sports delivery facilities prioritises and responds to the needs of the targeted community and where Coleraine population have opportunities to develop and enjoy recreational opportunities.

Right Style, Time, and Place

Accessible and affordable doorstep facilities have been challenging to find within Coleraine Town and Causeway Coast and Glens area, engaging the community in the project is reliant on both the location, the timing and the style of stadium and community pitch.

Right Community

For these projects to impact favourably socio-economically on the deprived communities within Coleraine the club needs to engage with its neighbours who are already impacted upon. This will happen through engagement with the Community Liaison Officer and constant social media updates.

MAINTAINING ENGAGEMENT

Rewards and Rewarding

A key assumption of this project is that the new stadium will increase the matchday experience, attract increased numbers to The Showgrounds and into Coleraine. The facilities will attract major international football/cultural events out of Belfast and provide greater opportunities commercial and social communities of the area. More young people will get exposure to high level inspirational sporting experiences. Coleraine Football Club will also provide 2,500 hours of structuring coaching experience for young people to develop new skills and behaviours through their involvement.

Attractive offer

The community will vote with their feet if the facilities and offer becomes unattractive. The new proposed stadium and community pitch will incorporate net zero carbon principle which will make a model of best practice on the island of Ireland. The academies educational programme will also offer young people within the community the opportunities to progress to for the offer to remain attractive.

Sustained Delivery

Achieving long-term change to the socio-economic profile of a community requires a longterm commitment to those people. Coleraine Football Clubs proposed offer is consistent and engaging ensuring the community needs are being met over a long period linking The Showgrounds to its opportunities.

Personal Development Opportunities

Whilst watching and participating in football/sport it offers opportunities for relaxation, health and well-being and learning these are unlikely to be sufficient on their own in the longer term. Coleraine Football Club are implementing challenging and developmental opportunities to engage the community with the club and provide skills, team working, confidence building programmes. Given the current context of rising cost of living and social welfare funding cuts identifying such opportunities is likely and challenging.

MAXIMISING IMPACT – SPORT PLUS

Positive Pathway

To achieve long-term aims, it is vital that the community have opportunities to enjoy positive experiences and choices that will enable them to make positive choices in the future. Facilitating access to other developmental opportunities is therefore important.



The winning feeling lifting the community.

SECTION 7 - CREATING THE RIGHT COMMUNITY FOOTBALL CLUB

Despite all the simplicity in the game of football, the answers to these questions can be very intricate, and they have a profound impact on the way the club fits within its community. Such is the complexity that perhaps the best way to understand what a club does is to split it in **four different dimensions**.

A football club is and will always be primarily a sport organisation. As such, it exists to organise a teams that will play and try to win competitions. Clubs main concern is to be able to field the best possible team that has the highest probability of winning the match/trophy/tournament of whatever competition they are playing in.

They should always be aiming to win, or, at least, hope to do so. The club that lives to lose matches, probably won't exist for long. This applies to all football, at all levels. That's the football club's **performance dimension**. In this dimension, the club focuses on maximizing performance through whatever means necessary. It aims to attract as broad a base of participants as possible, to work with to develop young people and talent.

However, as in any other competitive markets, the more cash you have, the better the quality of the players can attract. Therefore, to be able to field the best possible team, a club needs to have more cash at its disposal than other clubs, which then turns football clubs into financially driven organisations. In a way, clubs are just like any other business: generating high income at low cost will provide you more profits. But, in the case of football, the profits are victories and trophies.

Suddenly, the initial idea of a club being a simple organisation that only needs to organise a team to play and try to win matches starts to fade away. Whilst, clubs are primarily football institutions, but because of the nature of the competitive market they are involved in, they also need to constantly act to maximize financial returns and reduce costs, which creates an entirely new interpretation of how a football club needs to be managed. This is the club's **business dimension**.

Clubs tend to be historical community-based organisations, formed by people that share social connections, and represent the place where they are located. The location and the community are the essence of a football organisation. The closer a fan are to the stadium, the stronger the relationship with the club. Clubs from within a neighbourhood tend to be followed mainly by the people who live in that area.

Clubs represent and are represented by members of these communities. The relationship with the community, then, cannot be managed solely through commercial transactions, but demands many types of other tangible

and intangible interactions as referred to previously in this document. That's the club's **social dimension**, which is based on non-commercial transactions with the members of the community.

In this dimension, clubs focus on maximizing benefits for fans, members, and the overall community by generating positive impact and acting as a platform for social development. The club has a football team but promotes different activities in favour of the local network of stakeholders.

Once the club starts progressing through the echelons of football, it starts generating interest from a diverse range of media outlets, other football fans and the public in general. Eventually, this new audience will recognize the club as one of the main symbols of a community and, at this point, it begins to play the role of a key representative of the values of the community for external audiences. This is the club's **political dimension**.

In this dimension, the club's popularity is used as a platform to maximize the promotion of the community's vision and principles to the overall football world. At a more extreme level, the club may self-impose restrictions in the performance or the business dimensions in favour of promoting the community's values. For example, the club may willingly choose not to sign players that have weak historical links with the region or choose not to sign a profitable sponsorship agreement with a company that does not comply with the club's ideals.

TABLE 9 – FOUR DIMENSIONS WHICH INFLUENCE THE FOOTBALL CLUBS

Performance Dimension	Business Dimension	Social Dimension	Political Dimension
<ul style="list-style-type: none"> • Talent development • Attract good players • Create good teams • Quality coaching methods • Develop excellent facilities 	<ul style="list-style-type: none"> • Commercial outlook • Business relationships • Sustainable business model • Stakeholder relationships 	<ul style="list-style-type: none"> • Supports clubs • Club members • Community engagement and relations • Stakeholders • Social partners 	<ul style="list-style-type: none"> • Symbol of a community • Representative Role • Community values • Perception of an area to external audience

All four-dimension influence and contributed to Coleraine Football Clubs Theory of Change model.

THANKS TO THE CONSULTEES WHOSE CONTRIBUTION TO THE DEVELOPMENT OF THIS THEORY OF CHANGE HAS BEEN INVALUABLE THEY ARE REFERENCE ABOVE.

