Re-Shaping Sport

Towards personal development, health and success
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RE-SHAPING SPORT - TOWARDS PERSONAL DEVELOPMENT, HEALTH AND SUCCESS

July 2007

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Contents

<table>
<thead>
<tr>
<th>Index</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman’s Message</td>
<td>6</td>
</tr>
<tr>
<td>KMS Mission Statement</td>
<td>7</td>
</tr>
<tr>
<td>Our Guiding Values</td>
<td>8</td>
</tr>
<tr>
<td>Aims &amp; Objectives</td>
<td>9</td>
</tr>
<tr>
<td>Introduction – Good Governance in Sport</td>
<td>10</td>
</tr>
<tr>
<td>Target Areas</td>
<td>11</td>
</tr>
<tr>
<td><strong>Part I: Structure</strong></td>
<td></td>
</tr>
<tr>
<td>Internal Structure</td>
<td>12</td>
</tr>
<tr>
<td>KMS Relationships</td>
<td>12</td>
</tr>
<tr>
<td>Sport Facilities</td>
<td>13</td>
</tr>
<tr>
<td>Networking</td>
<td>13</td>
</tr>
<tr>
<td>The Stakeholders:</td>
<td></td>
</tr>
<tr>
<td>Health</td>
<td>14</td>
</tr>
<tr>
<td>Education</td>
<td>15</td>
</tr>
<tr>
<td>Employment</td>
<td>16</td>
</tr>
<tr>
<td>Finance</td>
<td>16</td>
</tr>
<tr>
<td>Tourism</td>
<td>17</td>
</tr>
<tr>
<td>Social Policy</td>
<td>17</td>
</tr>
<tr>
<td>Statistics</td>
<td>27</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>18</td>
</tr>
<tr>
<td>Local Government</td>
<td>18</td>
</tr>
<tr>
<td><strong>Part II: Culture</strong></td>
<td></td>
</tr>
<tr>
<td>Sport Culture</td>
<td>21</td>
</tr>
<tr>
<td>The KMS Role</td>
<td>22</td>
</tr>
<tr>
<td>Registration</td>
<td>25</td>
</tr>
<tr>
<td><strong>Part III: Economy</strong></td>
<td></td>
</tr>
<tr>
<td>Annex 1 – Organisation Structure</td>
<td>29</td>
</tr>
<tr>
<td>Annex 2 – KMS Sport Facilities</td>
<td>30</td>
</tr>
<tr>
<td>Annex 3 – Other Government-Owned Facilities</td>
<td>32</td>
</tr>
</tbody>
</table>
## Acronyms and Conventions Used

Wherever reference is made within this text to the masculine gender, it should be construed as referring also to the feminine.

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>KMS</td>
<td>Kunsill Malti għall-Isporrt</td>
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<tr>
<td>MOC</td>
<td>Malta Olympic Committee</td>
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<tr>
<td>OPM</td>
<td>Office of the Prime Minister</td>
</tr>
<tr>
<td>MFIN</td>
<td>Ministry of Finance</td>
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<tr>
<td>MEYE</td>
<td>Ministry of Education, Youth and Employment</td>
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<tr>
<td>MGOZ</td>
<td>Ministry for Gozo</td>
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<tr>
<td>MHEC</td>
<td>Ministry for Health, the Elderly and Community Care</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>MTA</td>
<td>Malta Tourism Authority</td>
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<tr>
<td>NSO</td>
<td>National Statistics Office</td>
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<tr>
<td>UOM</td>
<td>University of Malta</td>
</tr>
<tr>
<td>IPES</td>
<td>Institute for Physical Education and Sport</td>
</tr>
<tr>
<td>MEU</td>
<td>Management Efficiency Unit</td>
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<tr>
<td>WHO</td>
<td>World Health Organisation</td>
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</table>
Re-Shaping Sport:

Towards personal development, health and success

A medium-term strategic plan for enhancing Sport Culture in Malta: 2007 – 2010
Chairman’s Message

Sport, is a source of inspiration to mankind, whether participating directly as competitors, or through coaching, administering, organising, viewing, promoting or reporting it. It adds scope and meaning to the lives of people individually, and glues together individuals into societies that have collective pride for the achievements of both individual and team efforts, at local and international levels. Sport even brings people together to celebrate distinctive cultures and fancies. Sport creates role models for youngsters and adults alike. Sport forges values that transcend deep into peoples’ lives in families, societies, and in corporate and national governance. Sport adds also a sense of mission to improve oneself continuously with unyielding determination. To my mind, sport also lends a fundamental lesson to life: ‘Success comes from what we did, and failure is the result of what we failed to do!’ It therefore follows that practicing is in itself success. People doing sport portray success.

It is with certain pleasure that I submit this first National Strategy for Sport. The compilation of this document has been the result of a concerted effort of the majority of the stakeholders in Maltese Sport, and put together by my fellow Board Members, my CEO and his team. Being the first of its kind, we have focused mainly on a strategy that positions the Kunsill Malti għall-Isport to become an efficient organisation based on communication and durable relationships with all organisations, from the larger organisations such as the Maltese Olympic Committee and the Malta Football Association, to the smallest emerging society of people with a common interest in leisure or competitive sport. Our organisation strives to intermediate and match fairly, Government resources with our customers’ needs, maximising benefits to our society and people further down the value chain of sport. Towards this end, the proposed National Strategy aims to maximise in a sustainable way, the utilisation of available resources that are actually available so as to produce more elite athletes and a healthier and better educated populace, through the fusion of the efforts of more competent and professional administrators at the top, with a broader base of people of all ages participating in life-long sport at the base.

On behalf of the Kunsill Malti għall-Isport, I can offer commitment, and I do believe that this commitment is reflected in our past performance and our proposed plans.

Franco Azzopardi
Chairman
Mission Statement:

“Sport for personal development, health and success.”
Our Guiding Values

Integrity, Transparency, Accountability.

The Kunsill Malti għall-Isport is determined to make a difference. The unyielding principles guiding the KMS Board are Integrity, Transparency and Accountability. Irrelevant of any changes in the environment within which the KMS operates, KMS will remain loyal to these values.

*Integrity in the way we operate and function.*

*Transparency and openness in everything we do.*

*Accountability for all our actions and decisions.*
Aims & Objectives

Participation, Society & Health

- To broaden accessibility of sporting activity at recreational, leisure and competitive levels, through further development of programmes addressing the needs and constraints of the populace
- To promote developed programmes amongst children and their parents towards a higher level of commitment in sport activities
- To educate people on the health and social benefits resulting from regular participation in clean sport
- To assist sport organisations in keeping their competitive athletes free of illegal performance enhancing substances through the setting up of a National Anti Doping Agency
- To assist in strengthening the sport administration culture and competencies within committees of sport organisations

Finances, Funding & Other Assistance

- To encourage as many sports associations as possible to register with KMS to create stronger and more durable relations between KMS and sport societies
- To gain a deeper understanding and measure the extent of the economic impact of sport as an industry
- To strategise ways of how the economic contribution of sport to the national economy can be increased through further government investment and fiscal incentives that may also attract more private investment into sport
- To direct resources equitably among registered sport organisations that apply for KMS assistance
- To support sport organisations in strengthening their administrative and coaching functions
Introduction
Good Governance in Sport

Situation Analysis

Malta has adopted a pro-active sport-legislation model in enacting the Sports Act on the 27th January, 2003. Although the Act produces a legislative structure for sport, it also regulates the financial and logistical support. The Sports Act should serve as an active tool for crafting the sports policy, while it gives state sports officials the status and credibility to discuss productively the case for sport with other governmental entities.

The law safeguards the basic freedoms of sport NGOs. It offers the possible advantage of regularity in policy and accountability based on statutory provisions. It is also used to introduce or maintain order in the national sport movement.

Good sport governance requires a system of collaboration and exchange between the various levels of government. For example, in Austria, an information system has been put in place in order to avoid duplication of funding of the same sport organisation by two or more government agencies from different levels of government.

The natural offspring of the national sport legislation is the setting-up of the Kunsill Malti għall-Isport. As in the case with other European countries, the KMS has the onus to bring together the representatives of governmental and non-governmental organisations, and assist the government in elaborating a coherent and relevant sport policy on a national level. The KMS role is to support the country’s sport community and to perform a consultative function for all legislation and state regulations relating to sport and to evaluate the state’s policies on sport.

The European Sports Charter encourages state funding of sport but, at the same time, recommends that sport organisations be supported by a mix of public and private funding. The sport sector is expected to generate resources for itself. Unduly high figures of financial dependence may indicate that sport organisations are not efficiently managing their finances or activities. However, it may also indicate that the sport activity in question is less apt to generate private funding as compared to its more popular counterparts.

Once sport organisations have been recognised and funded by the state, mechanisms of financial audit and monitoring should be put into place.

Certain European countries have adopted the indirect assistance approach wherein sport organisations, or their members and partners have fiscal incentives. It is important to note that in all European countries, the benefit of state funding brings with it the obligation of the sport movement to report back to government and to its sport membership on the use of public funding.

Specific governance principles can be found in the European Sports Charter. Of particular importance is the principle of complementarity of government action and sports NGO independence under Article 3 of the charter, which states:

“The role of the public authorities is primarily complementary to the action of the sports movement. Therefore, close co-operation with non-governmental sports organisations is essential in order to ensure the fulfilment of the aims of this charter, including where necessary the establishment of machinery for the development and co-ordination of sport.”
Target Areas

This strategy will focus on the following three important issues:

- Structure
- Culture
- Economy

These are not exhaustive, and KMS will be adapting according to arising circumstances and changing scenarios in the three-year period addressed in this document.
Part I: Structure
Internal Structure

The Kunsill Malti għall-Isport, has a very crucial and responsible role to play. This role can only be executed through qualified and experienced personnel. It is proud to have a team that performs efficiently and effectively. Until the end of 2004 the Kunsill Malti għall-Isport was more concerned with consolidating its internal set-up. Since then the KMS gave priority to strengthen its relationship and networking with external stakeholders.

The KMS is run by a Management Team led by the Chief Executive Officer who is accountable to the Board of Directors whose Members are appointed by the Minister responsible for Sport (See Annex 1 for Organisation Structure). The KMS Head Office is housed at the Cottonera Sports Complex, which is one of the sport facilities managed by the KMS.

Notwithstanding the fact that the internal structure of the Kunsill Malti għall-Isport generally functions well and efficiently, its general operational system needs to be further strengthened and improved with more human and financial resources. The main focus of the KMS is to be customer-centric. Towards this, the KMS Board of Directors is proposing the following:

- Employ a full time Facility Manager for the Cottonera Sports Complex, Marsa Sports Complex and the Regional Sports Complex limits of Kirkop.
- Appointment of an Occupational Health and Safety Officer from amongst staff members.
- Appointment of a Registrar for Sport Organisations.
- Continuous human capital development through in-house and external courses and training programmes.
- Increased staff flexibility and inter-changeability.
- Setting up a National Anti-doping Agency which is vital to promote clean sport.

Apart from the changes listed above, the KMS is aware that there may be other minor changes implemented from time to time to further render the general operation as smooth as possible.

KMS relationships

Maltese sports organisations and associations that choose to be registered with the KMS will be eligible to benefit from any assistance and official recognition. Registered organisations will be assisted to attain that level of professionalism in the way they operate so as to be in compliance with local and international legislation. KMS will enable sport organisations deal more efficiently with Government, and this through even better communication and relationship-building initiatives.
Sport Facilities

The KMS is responsible for the administration of four main sports facilities in Malta. The continuous use of these facilities makes this administration a very challenging and onerous task. When one considers that these facilities are used for the main sport leagues on national level (except football), it is quite clear that these need to be kept and maintained to the highest possible standards.


The Kunsill Malti għall-Ispor envisages the maximum use of all public sports facilities in Malta, including those which are government-owned. The KMS is also collaborating with the education authorities and the Ministry for Gozo to ensure fuller use of the various government sports facilities including the sports facilities in Government schools which are closed after school hours.

Apart from the above, the KMS will be continuing its efforts in the construction of the Luqa Sports facility and the Kirkop Regional Sports Complex which is expected to be inaugurated in 2007. The KMS is also preparing the necessary brief and plans for the Regional Sports Complex in the North of Malta.

In providing these recreational and sporting facilities the Kunsill Malti għall-Ispor will ensure that there is positive impact to Malta’s natural environment.

Networking

For the Kunsill Malti għall-Ispor to operate effectively and efficiently it is imperative that all stakeholders and organisations even remotely connected to sport, are firmly networked. The links between all organisations must be continuously and freely open to communication and information.

One of the major contributors to efficiency in any sector is effective communication. Government has a wealth of resources from which sport could benefit. The KMS will ensure that these resources are included in this networking approach and thus made available to all stakeholders.

As shown in figure 1 hereunder, the Kunsill Malti għall-Ispor will act as an intermediary between sports organisations and other stakeholders.

Fig. 1 - Kunsill Malti għall-Ispor as Intermediary
The Stakeholders

Health

Background information

Health is considered to be one of the most important and essential parts for a better quality of life. It has been proven scientifically that a healthy diet combined with adequate physical activity can prevent the main avoidable risk factors in the development of non-communicable diseases, cardiovascular disease, certain types of cancer, osteoporosis, hypertension, hyperlipidaemia, poor mental health and non-hereditary diabetes, which are the main causes of death in the western world. Physical activity is one of the cornerstones of a healthy lifestyle and should be given its due importance.

“The lack of physical activity is a major underlying cause of death, disease and disability. Preliminary data from a WHO study on risk factors suggest that a sedentary lifestyle is one of the ten leading global causes of death and disability. More than two million deaths each year are attributable to physical inactivity.”

(World Health Organisation, Move for Health, 2002)

Fig. 2 - Regular physical activity can be achieved through participation in sport, or leisure activities such as sport for all.

By targeting physical activity the state of health of the population can be protected and improved. Coupled with this is the relief of some of the financial burden on our economy, through the observed savings from health expenses and a decrease in work absenteeism.
<table>
<thead>
<tr>
<th>Leading sources of disease burden in established market economies, 1990</th>
<th>Percent of Total DALYs*</th>
</tr>
</thead>
<tbody>
<tr>
<td>All cardiovascular conditions</td>
<td>18.6</td>
</tr>
<tr>
<td>All mental illness</td>
<td>15.4</td>
</tr>
<tr>
<td>All malignant diseases (cancer)</td>
<td>15.0</td>
</tr>
<tr>
<td>All respiratory conditions</td>
<td>4.8</td>
</tr>
<tr>
<td>All alcohol use</td>
<td>4.7≤</td>
</tr>
<tr>
<td>All infectious and parasitic diseases</td>
<td>2.8</td>
</tr>
<tr>
<td>All drug use</td>
<td>1.5</td>
</tr>
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</table>

*Disability-adjusted life year (DALY) is a measure that expresses years of life lost to premature death and years lived with a disability of specified severity and duration (Murray & Lopez, 1996).

Being and thinking active: The human body was designed to move. Improvements in indicators of health - such as blood pressure, blood cholesterol and body weight – can result from putting together shorter amounts of moderate-intensity activities totalling a minimum of 30 minutes a day on most days, or doing 30 minutes continuously.

As part of its mission to improve people’s health and promote physical activity, the KMS strives to provide:

- Opportunities for physical activity, which are accessible to all sections of society
- Excellent facilities for the practice of sport and various physical activities

The Health Promotion Unit (HPU) within the Health Department (MHEC) commissioned The First National Health Interview Survey (HIS Malta). From this report it is evident that the physical activity levels as engaged by the Maltese public is extremely poor and surely below the desirable levels.

In view of this, the KMS in collaboration with the HPU will take the necessary physical activity and sport initiatives to improve the health status of the Maltese population:

KMS will also conduct a number of physical activity statistical studies to assess the current situation on the island, embarking on a stronger promotional drive for more sports activities for the general public, and establish and implement new physical activity policies.

**Education**

**Definitions of sport of Council of Europe and PE of NCC UK.**

Article 1 of the European Sports Charter (2001) aims:

\[ i. \text{ to enable every individual to participate in sport and notably: a. to ensure all young people to receive physical education instruction and the opportunity to acquire basic sport skills (p6).} \]

KMS considers Physical Education to be an important subject which develops physical literacy and helps in the psychological, affective and social development of all children, whatever their background, size, sex, race or physical ability. Physical Education also addresses the issue of health, and especially childhood obesity, teaching children how to choose a healthy lifestyle. PE needs to be given its due importance in all schools at all levels by ensuring all students are given the number of hours they are entitled to in the curriculum. This will be supplemented by physical activity and sports activities during recess and after school hours. In England the target for 2006, of 75% of children in schools receiving at least 2 hours of high quality PE has been exceeded and they are now working towards 4 hours. Local schools can follow these targets. KMS and schools can work together on after schools and community sports programmes and aims at facilitating the link between schools, clubs, associations and the local community.
KMS strives to increase the level of physical activity to that recommended by various health organizations including WHO (2003), i.e. at least one hour a day for children.

During the last year, KMS has established a very positive relationship with the Education Division and schools and has embarked on various physical activity and sports programmes to encourage participation by school children. The Community Sports Programme (CSP) and the After School Sports Programme started as a pilot project in a number of schools and are currently being evaluated to be extended to other schools as has happened with the Walking Bus Project. School facilities are being utilised after school hours and this can be an opportunity to maximise the use of the limited space and facilities available. Annual Taster Sports Days will continue to be held in collaboration with the Education Division to supplement the work done during Physical Education. KMS is also targeting schools and promoting its programmes directly. This has ensured the success of programmes such as the Girls on the Move.

KMS intends to work in close collaboration with the co-ordinators and PE teachers in post-secondary schools on the promotion of sport and physical activity during and after school hours. This will be extended to the University of Malta, where KMS has worked on various occasions with the MUSC (Malta University Sports Club), the body responsible for sports activities. In the last few years students were given subsidized rates for the use of the National Pool and Tal-Qroqq Fitness Centre. KMS is exploring all possibilities of supporting student athletes at all levels.

Coaching Education is another area on which KMS has worked considerably in the past few years. KMS intends to strengthen the working relationship with the Insitute for PE and Sport at the University of Malta and will be holding more courses at various levels for persons working in local sports. Short courses as initial training and as continuous professional development will also be offered together with tailor made courses to suit the needs of different associations. Contacts are also being established with foreign Universities to offer a wider spectrum of certification in different fields of sports. KMS is committed to improve the qualifications of the local sports workforce, thus improving the quality of sports provision in all sectors. For this reason this year KMS became a partner with AEHESIS, the Thematic Network on Aligning a European Higher Education Structure In Sport Science, which works in the field of sports management, exercise and fitness, coaching and physical education. This partnership will help KMS to guide sports associations in their coaching qualification structure and training according to the levels presented in the AEHESIS project. Coaching education will be supported by a code of practice for all stakeholders in local sports which has been compiled by a special commission set up in collaboration with the Education Division. A National Child Protection Policy will follow these recommendations. Education on this policy needs to be a priority in Coaching Education of all sports, particularly in children and youth sport.

**Employment**

Although it may not be immediately obvious to the general population, sport and sporting activities have both a direct and indirect effect on the local employment situation. Amongst the contributing factors, there are individuals employed with sports organisations, others employed with stores and other commercial outlets dealing in sporting goods, coaches, referees, sport media reporters etc. One must also consider the hospitality industry which caters for the overseas visitors attending sport events in Malta.

KMS will analyse available information and statistics and propose sustainable incentives that may increase the number of such individuals employed within the sports sector. This will contribute to the local employment market.

**Finance**

Sport is a source of movement of funds and can generate profits for related businesses. This can involve access to events, transport, travel, media, advertising, catering, sports equipment, and many others.
It is important to generate as much movement of funds as possible as a result of sport events and activities – particularly funds coming into the country. It is equally important to quantify to what extent the local economy is being affected by sports.

If government is convinced by facts and figures that the economy is benefiting from sports, there may be the possibility of more substantial KMS funding from central government. This will in turn further support sporting events and a mutually beneficial cycle will be created. Also, the Kunsill Malti għall-iSport will continue discussions with the Ministry of Finance on the possibility of fiscal incentives to the private sector investing in sport.

Related with this is the subject of funds originating from the gaming sector which is to be channelled for sport purposes. The KMS is to hold discussions with the Gaming Authority on this subject in order to find a way as to how these funds are to be availed of.

**Tourism**

International sport events bring visitors to Malta – both participants and supporters. This translates into increased tourism and an influx of funds into Malta. During 2006 local sport activities assisted by the KMS generated over 15,000 self-paying bed nights. Based on calculations carried out by the KMS, on average, each sport-related bed night generates an influx of foreign cash into Malta to the average value of Lm15 per ‘sport’ tourist.

The Kunsill Malti għall-Isport is committed to do its utmost to increase international sports activities in Malta which will in turn contribute to our local economy. Apart from bringing funds into Malta such events will help promote and publicise our islands and increase tourism in general.

The KMS is to motivate and assist local sport associations to organise international competitions and events.

**Social Policy**

The Kunsill Malti għall-Isport must ensure that the local sport policy reduces or eliminates social exclusion, especially among vulnerable and marginalised groups. It must ensure easier and increased accessibility for young people into a varied range of sporting activities.

The Kunsill Malti għall-Isport has a policy of involving in its sports programs those undergoing some form of rehabilitation. In the past activities such as “Adventure Sport” have been organised where individuals from San Blas Drug Rehabilitation Centre were asked to participate actively. It is the KMS’s belief that this involvement has contributed to the rehabilitation of these individuals.

Kunsill Malti għall-Isport would like to increase this involvement of underprivileged individuals into sporting activities and programs. This collaboration with correctional and other voluntary organisations should become regular and ongoing.

These activities and programmes are to involve socially marginalised people such as immigrants, residents in various institutions run by Agencies such as Appoġġ, Sedqa, and similar institutions as well as children in various homes, including those with challenging behaviour.

**Statistics**

**Situation Analysis**

The National Statistics Office collects statistics from numerous fields of business and other activity and then issues reports with useful and valuable facts and figures. Statistics are often presented in an effort to add credibility to an argument or advice. It would be ideal that the NSO gathers more figures and statistics related to sport activities both local, and locally held.
international events.

To date the NSO has published a document showing data and information on the number and types of sports associations which exist in Malta. This report also shows the numbers, ages and gender of the associations’ members. There is also information related to funds generated by sports associations.

Such statistics should be continually updated to give a more real-time picture of the local scenario. Also, this type of information should increase and include facts such as the number of sports-related tourists visiting Malta and how this is affecting the economy.

The Kunsill Malti għall-Isport can work in tandem with the National Statistics Office to determine which statistics are most relevant to it as an authority. This should be relevant to the type of decisions the KMS will be taking based on subsequent reports, as well as in discussions which the KMS will be holding with various entities as to substantiate arguments and claims put forward. The NSO can contribute to this by organising the collection of relevant data. Naturally sports organisations will have to be obliged to submit the necessary figures and data.

The KMS will also encourage staff and students of the IPES at UOM to carry out studies on local sport. This information can then be used as a basis for certain future decisions.

The KMS is suggesting that a proper means of communication with various institutions is created so that regular information is kept flowing. In so far as EU assistance and funding programmes, the KMS is to look into the possibility of tapping information available.

**Infrastructure**

There are various problems which are currently hindering sport associations and clubs in embarking on infrastructural projects further to re-build or enhance their facilities. These include:

- Availability of public land which is either misused or abandoned.
- Lack of ownership title of property, thus making it impossible for clubs and associations to kick off any infrastructural programme.
- Existing facilities within schools which are not suitable for use by clubs and associations because of space and / or availability after school hours.

The KMS is suggesting that discussions are held with the following entities to address the above-mentioned concerns:

- Whilst understanding that there is a process through which planning permits have to go through, the KMS will continue to assist clubs and associations in their MEPA application.
- KMS will discuss with the Lands Department the best use possible of public land which is either misused or abandoned for the benefit of clubs and associations. This department is also the main interlocutor when it comes to ownership title of government-owned property, and although various facilities have been handed over to sport associations and clubs in the past years, more can be done.
- Foundation for Tomorrow’s Schools – There is already an existing working relationship with this entity which is yielding the desired results. The KMS is to build on this in order to address the issue of facilities in new schools.
- Ministry of Education – The KMS is to enforce the Ministry’s policy on use of School facilities after school hours.

**Local Government**

Since the setting up of Local Councils in 1993, Malta’s local government has been there to help in the local clubs’ endeavours to enhance their facilities as well as in assisting them in the organisation of events and tournaments.
Given the independent nature of each and every Local Council, this means that these 68 local authorities give different levels of importance to sport and sport advancement in the community.

The KMS is proposing to start discussions with both the Local Government Department as the entity regulating local government in Malta, and the Local Councils’ Association which is the organisation representing all Local Councils on a national level.

Discussions with both the Department and Association will focus on the formulation of a sport policy for local Government, which is then adopted by all Local Councils.

This would be an important development that will be backed by a national strategy to promote physical and sports activities in the community across all ages.
Kunsill Malti għall-Isport
Part II: Culture

Sport Culture

Factors affecting sport culture:
- Age – An individual may cut back on the amount of sports he practices as he grows older. On a national level, the number of persons active in sport should be fairly stable as the average age is reasonably consistent.
- Climate – This will not affect participation on a national level but countries with different climate conditions will have different proportions of their population practicing sports. The type of sports practiced will of course also vary according to environmental conditions. This will mean that some countries will be better at particular sports than others.
- Past performances in international competitions - People in a country that normally shows a good performance in a particular sports discipline at an international level will be encouraged and motivated to take part in that discipline, and other different sports. If the country’s athletes do not obtain encouraging results, the general public will be demotivated and sport participation will suffer.
- Education – From a young age children should be urged to participate in sport and to have the benefits of sport activity clearly explained. Most countries encourage sport participation from an early age.
- Availability of facilities – It is imperative that sports facilities, venues, equipment are available and accessible to all. Otherwise potentially promising athletes may also be lost.
- Economy – Most sports participation comes at a cost to the individual. This cost may amongst others, include club membership, purchase of equipment, hiring of sport venues and registration. The general economic state of affairs will of course affect the spending power of individuals and this in turn will have an effect on the participation rate.
- Incentives – Many individuals depend on clubs or associations to organise sport activities. If these associations are given assistance and incentives, they will be in a position to organise more and better events and will attract more individuals to participate.

It is the general feeling that not enough Maltese are truly interested in participating regularly in sport activities. The reason or reasons for this may be any of the factors listed above. One of the main indicators of this indifference is the poor spectator attendance at sport events – both at local and at international competitions held locally.

According to the latest figures issued there are 405 sports organisations embracing 22 different sports. Not surprisingly, the most popular sport is football followed by an array of martial arts. Within these organisations there are over 64,000 participants. This represents less than 18% of the population. Of the total participants, 77% are male and 23% are female. The figures also show that the most active age group is that between 10 and 14 years. There is a slight drop after this and the participation rate is fairly stable up to the age of 40 years. After this the figures start to fall rapidly and the participation rate at the age of 60 and above is less than 3%, which translates to 0.5% of the population.

The figures also clearly show that there was a slight but consistent increase in participation during the past years. There is however no increase in the age group of 50 and above. It is interesting to note that this latter figure is increasing in other countries where health benefits are being publicised.

One of the primary aims of the KMS is to accelerate the increase in participation rate. A primary target is that of reaching a participation rate of 21%, i.e. an increase of 3%. The gap in the participation rate of the different genders needs to decrease. There should be more consistency of sport participation with age, including within the ‘50 and over’ brackets.

Without doubt, the most effective focal point is that of school children and their parents. Cultivating an attitude which gives sport an important place in life must be done at a very early age. Over and above, it is imperative that parents and guardians are educated and aware of the
benefits of sport to their children. Children will continue to be educated to adopt lifestyles based on healthy nutrition attitude, creative use of the media, and sport activities. There is need to restore the balance of inactivity at school and at home on the computer, with daily physical activities.

One must also clearly demonstrate the benefits of continuing to practice sport throughout various stages of life, including less prone to illness, and a longer life expectancy. This can be achieved in conjunction with health agencies through the use of media such as radio, television and newspapers.

The programmes section of the Kunsill Malti għall-Isport will focus on all age groups including older age categories and organise ongoing activities and programmes for these age groups. This could be linked with cultural and recreational activities organised by schools, local organisations and similar groups.

The KMS’s role

The role of the Kunsill Malti għall-Isport, can be divided into three equally important components – Non-Olympic Sport, Leisure Sport and Recreational Sport. The latter two ought to be available to anyone who wishes to perform some kind of sporting activity of a non-competitive nature or of a lower competitive type.

All formal Sporting Activities fall under the umbrella of the Ministry responsible for Sports. This Ministry gave birth to the local Sports Law which came into effect in 2003. The Sports Law brought with it a National Sports Council, which has now developed as the public stakeholder in the sports domain.

The number of stakeholders in the sport world is extensive and their importance and influences vary greatly. One of the KMS’s objectives is to attract the less participative of these stakeholders and draw them in the direction of the more significant ones. The scope is to increase interaction, and boost participation.
How can the Kunsill Malti għall-Isport help in promoting sport amongst persons of all ages?

Programmes

Over the years, local sport bodies have organised a variety of sporting programmes aimed at youngsters of all ages. These programmes normally take the shape of coaching sessions outside school hours both during weekends and on week days. Amongst these one finds:

- **SkolaSport** - the first programme to be launched way back in the 1970s and is getting better every edition. Attendance for this program fluctuates from year to year depending on a variety of external factors such as the introduction of football nurseries and the availability of independent coaching facilities. **SkolaSport** offers training in a wide variety of sport disciplines to children from the very young age of five.

- **Summer on the Move** - another successful program launched in 1999 and is held during the Summer months where youngsters are able to participate as many times per week as they wish. This is normally an eight-week program and has a variety of themes – generally oriented towards aquatic sport and other indoor sport.

- **Swimming Promotion Unit** - is an ongoing activity operating from the National Pool Complex. The SPU offers its services to the Amateur Swimming Association (ASA) and organises a National Swimming Nursery apart from providing on a daily basis swimming lessons to primary school children.

- **Community Sports Programme** - launched in March 2007 as a pilot project within three government primary schools and one primary church school. Children are being offered the possibility to practice different sports after school hours within their own school sports facilities. The **Kunsill Malti għall-Isport** intends to expand this programme with the participation of parents and local community organisations.

- **Girls on the Move programme** – following meetings held with national sports organisations in 2006, the **Kunsill Malti għall-Isport** decided to embark on this pilot project for the promotion of sports amongst the female gender. The project will provide a variety of team sports and will cater initially for girls between the ages of 9 and 14 years. The pilot project will bring together the KMS and a number of National Associations.
• **Walking Bus project** - the Kunsill Malti għall-Isport in conjunction with the Health Promotion Unit has launched this project within the Siggiewi Primary School. Children are being encouraged to walk to school on a daily basis. Participation has been encouraging.

• **Sport for All** is a scheme targeting participants of all ages. It is more of a family oriented activity. Sport for All is normally practiced in conjunction with sports organisations for the promotion of the sport itself and for participants to be active. This program is offered free to all participants and its principle objective is family participation. For some time this program was held in collaboration with some Local Councils. The KMS assigned a number of Sports Leaders who organised sporting activities in different localities.

• **Adventure Sport** - was a programme organised by the then Department of Youth and Sport in 1999. It was a ten-week programme for persons of over 18 years of age. Activities were held on Sunday mornings and attendance was overwhelming. Groups of 30 participants normally include at least 5 from rehabilitation centres. The Adventure ’99 disciplines included Trekking, Life Saving, Rescue, Camping, Orienteering, Mountain Biking, Canoeing, Sailing and Abseiling. Kunsill Malti għall-Isport will work towards the resumption of this programme.

• **After School Sports Programme** – the Kunsill Malti għall-Isport has started this pilot project with St. Benedict College in conjunction with a number of sports associations. Children are being given the opportunity to practise one sport after school hours.

These programs are subsidised directly by the KMS in its commitment to increase participation in sports although there exists also commercial partners who help in allocating the financial burden of such programmes. The KMS has committed itself to work on the quality of the programmes offered whilst originating new ones wherever possible.

**Maximising Use of Facilities**

In all projects, one of the factors delineating good management is that of maximising the use of all the available resources. This is applicable also to the use of facilities which are owned and managed by the KMS. This can be achieved by a three-pronged approach:

a. **Use of KMS facilities**
b. **Use of government school facilities**
c. **Overall use of ALL facilities**

The KMS will continue to coordinate the thoughts, ideas and proposals of all stakeholders in order to maximise the use of all facilities so that these are all utilised (especially school facilities after school hours). There is an urgent need to realise that there is a big number of school facilities which are left dormant every day after 1400hrs. This would entail a culture change in so far as the teachers, students, parents and other interested parties are concerned. All sport facilities managed by the KMS (See Annex 2) are open for all to use.

**Seminars**

As one would expect, the KMS has numerous contacts with individuals who are established public figures in various fields of sport. In co-ordination with target schools the KMS will organise a series of seminars delivered by these sport personalities. Some time ago the KMS organised a seminar on the “Management of Recreational Facilities” where an overseas speaker was invited to deliver the keynote speech. As a theme, these seminars will cover a specific sport or on the benefits of sport in general and they will be addressed by specialists. Naturally different age groups will have to be addressed in different ways and spoken to on diverse topics relevant to their age and maturity.

**Media**

In the past a considerable number of Sport Organisations complained about the lack of exposure available to them on the media. With the recent acquisition of a television station Education 22 transmitting on Cable television by the Ministry of Education, the Kunsill Malti
The KMs’s next step is that of involving all sport organisations to participate in this project.

Registration

It is the intention of the Kunsill Malti ghall-Isport to encourage registration for all sport organisations to achieve public recognition and to facilitate participation in any assistance and/or incentives scheme offered by the Kunsill Malti ghall-Isport.

Registration will also lead to compliance with local and international (especially European) legislation which is of the utmost importance for Maltese Sport organisations. This will principally mean that local practising and governance standards will be similar to those of other countries. Secondly, sport associations will be able to work and operate in a professional manner. Last, but surely not least, any Maltese athlete or team competing in international tournaments will be in line with the rules and regulations being adopted.
**Part III: Economy**

When one thinks of all the stakeholders involved in sports, from athletes to spectators, with all the shades in between such as coaches, administrators, helpers, merchandisers, journalists, media and authorities, amongst others, one can safely say that the economic dimension of sport is indeed far-reaching. Whether sport contributes towards better health, education, or social values, there is always an economic perspective to consider. The *Kunsill Malti għall-iSport* has finalised an economic impact study of sport within Malta through a firm of economists, and it is interesting to learn that the direct contribution of sport in Malta to the Gross Domestic Product of the national economy is relatively as much as that in Scotland (Malta – 1.55%; Scotland – 1.5%). Needless to say, the estimates used in the different measures may not be totally comparable given that there are data and definition variances. However, the comparison with other countries is still at least indicative. A large share (70%) of the contribution of sport in Malta comes from sport tourism, mostly promoted and made possible by the sports organisations themselves, through their global networks and their drive to host international events locally, and with relatively limited financial resources. Therefore, and unlike many other countries, the economic impact of sport locally is more associated with tourism rather than economic activities related to sports participation by the local population. The indirect benefits emanating from sports in Malta would include the reduction of health care costs through better life-styles of the community, and the stronger values of the Maltese populace. The extent of such benefits require further research.

The mentioned findings in the economic study carried out, suggest that there is an aptitude and room for further development in economic growth through tourism, especially if there is a more focused and holistic approach. The KMS will therefore contemplate and work on policy orientations towards driving further this potential. KMS together with a team of economists and the Ministry of Finance, will work on a framework, which, it opines, will boost economic activity at acceptable costs to government, especially considering the revenues that would result through normal taxation on the additional business activity engendered. Towards this end, the KMS will together with the Ministry of Finance stitch together fiscal measures and incentives that may:

- attract more private funding into sports organisations,
- lower costs of participation in sports,
- increase employment within the industry, and
- heighten activity within sports tourism.

As mentioned above the benefits of sustainable growth in the sports sector are well-recognised, not only those pertaining to social, health and educational perspectives, but also those that have a direct impact on the economic activity of the country. The KMS is in a much stronger position to strategise its policy recommendations to Government through its wider and empirical knowledge of the external economic environment resulting and affecting sport as an industry. Through this availability of information and further scientific and economic research, KMS is confident that its recommended policy orientations to heat up the economic activity directly related to sport, will be sustainable.
The Kunsill Malti għall-Isport is led by a Board of Directors who meet on a regular basis with daily operations headed by a Chief Executive Officer currently aided by a Personal Assistant. Presently efforts are being done to engage an Executive Secretary in line with the MEU report.

Currently the Kunsill Malti għall-Isport has a number of vacant posts which include facility managers, human resources personnel and accounts clerks. The Finance section is led by a Finance Officer who is assisted by an Assistant principal and casual accounting staff who will be replaced by permanent staff members. This section oversees all the group’s accounts and finances. The Registry is run by an organised and experienced two-person team. All Marketing, Communications and Public Relations issues are currently being dealt with by the Chief Executive office until the engagement of a Marketing & Communication Executive. The Programs Section is currently managed by a programs coordinator (Principal Officer).
Annex 2
KMS Sport Facilities

Cottonera Sports Complex

This is the most recently completed sports facility entrusted to the KMS and is the largest indoor facility on the island. It comprises one main sports hall, and a smaller multipurpose hall. The Main hall has a rubber surface and is used mainly for competitive volleyball and badminton events. The hall has a capacity of 1,200 spectators and has a generously sized press area. The multipurpose hall which can accommodate over 300 spectators has a concrete floor. As its name implies it is utilised for an assortment of activities from children’s P.E. classes to dog shows and other events. The Cottonera Complex has a number of meeting areas which are regularly utilised by sports organisations for committee meetings, annual general meetings etc. The Complex also offers a resource room for usage by sports organisations at subsidised rental prices.

The Facility is currently being managed by an Acting Manager assisted by 5 maintenance staff (1 government detailed, 2 IPSL, 2 KMS contract), 1 sport attendant, 1 Receptionist (government detailed). Additional Security as well as cleaning services is outsourced.

Marsa Sports Complex

This Complex situated a couple of minutes away from Valletta includes a number of turf pitches and an athletics track. The turf areas include two full size football pitches, one rugby field, an archery range and one baseball/softball pitch. The athletics track surrounds a turf area used for field events and other activities. There is also a cement-surfaced area which comprises outdoor courts as well as one hard ground football pitch. The Complex also houses a sizeable hall which is currently under refurbishment. Phase 1 of the car park is planned to be finished by the end of 2007.

The main users of the Marsa Sports Complex are the Rugby Football Union, the Malta Amateur Athletics Association, the Malta Softball and Baseball Association, the Archery Association of Malta, the Malta Netball Association and numerous foreign teams for training programs.

Amongst the main users one finds a number of football teams that use the facilities for training purposes as well as the organisation of the Malta Employees Sports Association Football League which is played during the week.

The facility is being managed by a Principal Officer assigned by the Department of Education assisted by a total of 21 government detailed employees and 1 IPSL employee which perform industrial duties including watch man duties.

National Pool Complex

This Complex comprises of an Olympic size swimming pool and a diving pool. It is the main venue for the greater part of all swimming and aquatic sport competitions and the main users are water polo and swimming clubs. The pools are heated and can therefore be utilised throughout the year. Naturally, keeping such a mass of water at the necessary temperature requires considerable running costs. The KMS is currently investigating the possibility of alternatives to recover energy consumption due to heat losses. The possibility and feasibility of using solar power to heat the pools is also being considered as an option.

Also within the Complex, are two glass-faced squash courts. The Complex also has substantial office space available to sports associations. This facility is also subject to a high degree of wear and tear and the maintenance bills here are substantial. This Complex also shares a Sports Hall with the University of Malta.
The Facility Manager at the NPC is assisted by a Front Office Clerk/Receptionist. There are 3 maintenance personnel, 6 plant room operators, 2 watchmen, 1 full time and 1 part time front office clerks/receptionists and 5 Sport Attendants. These attendants perform a variety of duties ranging from life guard duties, cleaning of pool deck hands and general hand duties. Additional Security as well as cleaning services is outsourced.

**Tal-Qroqq Fitness Centre**

This Fitness Centre is situated within the National Pool Complex but is regarded as a separate entity. The Gym is moderately sized and well equipped. The Centre hosts a variety of clients including University students, waterpolo clubs and individual members. The KMS intends to continue with the expansion of the Centre in order to offer more varied equipment and services to the clients. The Gym Manager is assisted by 2 full time sport attendants and one part-time gym assistant.
Annex 3
Other Government-Owned Facilities

Gozo Sports Complex

The Gozo Sports Complex situated in the main city of Victoria comprises a main sports hall with parquet flooring and a seating capacity of 1750, two external concrete surfaced tennis courts, one basketball court and one volleyball court. The Complex also has a table tennis area, a squash court and a gymnasium.

Gozo Stadium

The Gozo Stadium is situated just outside the main city of Victoria and is used mainly for football events organised by the Gozo Football Association.

University Sports Hall

This Sports Hall is situated adjacent to the National Pool Complex but is considered as a separate entity. It is operated jointly in an equal partnership with the University Of Malta – hence its name “University Sports Hall”. The USH is mainly used by the Malta Handball Association, the Malta Table Tennis Association and the Malta Netball Association apart from training purposes and Skolasport activities. It is also used for academic purposes by the IPES of the UOM.

Regional Sports Complex I/o Kirkop (to be inaugurated in 2007)

The Regional Sports Complex I/o Kirkop will be built on the same lines as the Cottonera Sports Complex but on a smaller scale. It will be an ancillary building to St. Benedict’s Boy College whose students will avail themselves of Complex facilities during school hours. After school hours the Complex will service the needs of a number of sports organisations. The KMS will be responsible for the administration of this facility.

Sports Complex in the North of Malta

The KMS is currently drawing up the brief for this Complex being planned for the northern part of Malta which will also fall under the direct responsibility of the KMS. This Complex will aim at catering public on a regional level for the northern part of the island.

School Facilities

All the sports facilities in government schools in Malta and Gozo.