



## BUSINESS PLAN 2019-2020



**Enjoy • Engage • Excel**

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PREPARED BY:	Executive Team
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# Who We Are

Sport Northern Ireland is a leading body for the development of sport in Northern Ireland and an Arm's Length Body of the Department for Communities (DfC). We are driven by a passion for sport and our belief that sport has the power to enrich and enhance the lives of individuals and communities.

This draft outline business plan is submitted to the DfC, taking account of a number of issues:-

- The need to close out commitments made in the Corporate Plan 2015-2020 as this is the last year in which they can be delivered;
- Introduction of a small number of pilot projects to help shape thinking for Corporate Plan 2020-2025;
- Further time resource needed in this Business Planning year for significant organisational development work, including culture, strategy and structure change.

## **Vision:**

*Northern Ireland: renowned as a place where people enjoy, engage, and excel in sport.*

## **Mission:**

To lead sports development at all levels producing more participants and more winners.

## **Strategic Objectives:**

1. To increase and support the number of people adopting and sustaining a sporting lifestyle (Sporting Communities).
2. To enable more people to develop and reach their sporting goals through a structured environment (Sporting Clubs).
3. To help more Northern Ireland athletes win at the highest level (Sporting Winners).

Sport NI remains clear that the values and cultures of an organisation drive its commitment to excellence and our values and principles set out our pledge to provide people in Northern Ireland with quality sporting experiences. In consultation with our partners and staff, we have developed a values and principles framework that will guide how we work to achieve our corporate vision, mission and strategic objectives:

**Leadership:** Being strategic and using our resources and expertise to achieve the maximum impact.

**Creativity:** Pushing boundaries and being flexible and innovative in our approach.

**Teamwork:** Ensuring genuine collaboration and partnerships and embracing the contribution of others.

**Excellence:** Providing an outstanding service for all.

**Integrity:** Being accountable, transparent, honest and fair.

# Our Contribution to the NI Outcomes Delivery Plan

As an Arm’s Length Body of DfC, Sport NI is committed to supporting the achievement of stated outcomes within the Northern Ireland Executive’s draft Programme for Government (PfG) which first and foremost is about making people’s lives better. In the absence of an Executive approved PfG, Sport NI continues to work to the Executive Office Outcomes Delivery Plan which has translated draft PfG outcomes to its Outcomes Delivery Plan. We deliver this best by focusing on strategic impact and working in partnership with other stakeholders locally, nationally and internationally.

Our Business Plan for 2019-20 demonstrates the links between these improved outcomes and our contribution to the indicators within the Outcomes Delivery Plan. Sport NI will be engaging closely with DfC officials to ensure collaborative working towards the achievement of PfG Outcomes.

While PfG establishes participation in sport as part of Outcome 5: *We are an innovative, creative society, where people can fulfil their potential*, and within the Delivery Plan for Indicator 27 (% engaging in arts/cultural activities in the past year), the work of Sport NI contributes across a number of other outcomes. The table below provides a brief description on how our planned work will contribute to five PfG Outcomes:

TABLE 1: SPORT NORTHERN IRELAND’S CONTRIBUTION TO THE DRAFT OUTCOMES DELIVERY PLAN	
<p><b>Outcome 4</b>  <b>We enjoy long, healthy, active lives.</b></p>	<p>We will contribute to Outcome 4 by delivering a range of programmes and projects aimed at providing people across Northern Ireland with quality opportunities that will help them to adopt and sustain an active sporting lifestyle.</p> <p>We continue to play an active and respected role with local councils as a strategic community planning partner and we continue to support and develop the autonomy and capacity and expertise of governing bodies and other sporting bodies</p>
<p><b>Outcome 5</b>  <b>We are an innovative, creative, society where people can fulfil their potential.</b></p>	<p>We will contribute to Outcome 5 by seeking new and innovative interventions with people to achieve their sporting goals. We will target particularly those that are under-represented in sport (i.e. women/girls, people with a disability, older people, and people living in areas of greatest social and economic need).</p>
<p><b>Outcome 8</b>  <b>We care for others and we help those in need.</b></p>	<p>We will contribute to Outcome 8 by delivering a range of programmes and projects aimed at providing all people across Northern Ireland with quality opportunities that will help them to adopt and sustain an active sporting lifestyle.</p> <p>We have an agreed pilot project with PHA to improve the mental health of all of those engaged in sport, in particular providing a better focus on participants who need mental health support and signposting.</p> <p>We will continue to work with health, education, district councils, governing bodies of sport, charities and other community/voluntary sector organisations to target and encourage those in need to enjoy, engage and excel in sport.</p>

<p><b>Outcome 9</b>  <b>We are a shared, welcoming and confident society that respects diversity.</b></p>	<p>We will contribute to Outcome 9 by engaging and collaborating with a range of partners and stakeholders to design, develop and implement a range of programmes and projects designed to help create a shared and equal society in and through sport.</p>
<p><b>Outcome 10</b>  <b>We have created a place where people want to live and work, to visit and invest.</b></p>	<p>We will contribute to Outcome 10 by engaging and collaborating with a range of key partners and stakeholders to create an environment where our most talented athletes and coaches are encouraged and supported to learn, develop and live in Northern Ireland. By providing opportunities for our high performance athletes to succeed internationally, we will help to create a sense of civic pride and build our reputation on an international stage. We will also provide a range of sports facilities which will create an environment in which opportunity can flourish.</p>
<p><b>Outcome 12</b>  <b>We give our children and young people the best start in life.</b></p>	<p>We will contribute to Outcome 12 by engaging and collaborating with a range of partners and stakeholders to ensure that children and young people are provided with quality opportunities to participate in sport and physical activity [before, during and after school] and the support needed to help them reach their full potential.</p>

## What We Will Deliver in 2019-20

Sport NI has adopted a balanced scorecard approach to delivering sporting outcomes linked to our strategic objectives. The outcomes are identified in Table 1, arranged into four main sections, namely Results, Customers/Stakeholders, Internal Processes and Organisational Learning and Growth.

These outcomes are tailored to deliver on our corporate objectives and meet the needs and aspiration of our stakeholders as articulated in the Outcomes Delivery Plan for NI. Mindful of the interdependency of our work with other public sector bodies and stakeholders we will work closely with these stakeholders to deliver on our objectives.

Table 2 identifies targets for delivery in 2019-2020 for each of the outcomes identified in Table 1.

The Business Plan 2019-20 reflects our commitment to enable sports to grow and flourish with a focus on excellence in all aspects of the sports system. This includes working with governing bodies to implement outcomes from the recent SPLISS2 further research and practicing what we preach by continuing to develop our own organisation through the *Route Map: Driving High Performance*.

It also reflects the strong partnership approach we are taking with our sponsor Department, Department for Communities (DfC), to support the development of the Strategy for Sport and Physical Activity 2020-2030, adding value to this work and helping to shape future sporting priorities and interventions which help all of us in NI enjoy long, active and healthy lives.

As a key partner, acknowledged in the Outcomes Delivery Plan, Sport NI is committed to maintaining meaningful collaborations and partnerships that maximise successful delivery of that Plan. We recognise the need to make a compelling argument for the significant contribution sport makes to the well-being of

our society. As such, we will continue to support the sports sector to better understand their contribution to that growth and development through the collection, collation and publication of monitoring, evaluation and research data. This helps all of us engaged in sport to demonstrate the value and impact of sport in achieving people focused outcomes. We will also continue to support and commission research and active learning approaches to ensure that as an organisation, our work remains creative and “cutting edge”.

Sport NI is working to fully embed an Outcome Based Accountability (OBA) methodology in all of its programmes and interventions; significant progress has already been made in programmes such as Every Body Active 2020 and our work with Special Olympics Ireland.

Sport NI recognises that OBA is an evolving methodology across the public sector in Northern Ireland and we will continue to embed OBA in new programmes and interventions in 2019-20 and into our next Corporate Plan cycle (2020-25).

Through continued and enhanced monitoring, research and insights, Sport NI will focus on demonstrating:

1. How much did we do (quantitative datasets on amount invested, numbers of participants etc);
2. How well did we do it (qualitative feedback from our stakeholders and programme participants/beneficiaries etc); and
3. If anyone is better off (outcome measurement).

As an Arm’s Length Body of DfC, we are highly cognisant of the need for us to demonstrate public accountability for the decisions we take and to be transparent in the outcomes we achieve. We will continue to reflect the improvement agenda set out in the Outcomes Delivery Plan when determining our budget priorities for 2019-20 and beyond.

**TABLE 2 SPORT NORTHERN IRELAND'S OVERARCHING OUTCOMES FOR 2019-2020**

**Assumption: SNI Corporate Balanced Scorecard unchanged from 2018-19 in the last year of this corporate plan cycle**

RESULTS		CUSTOMERS/STAKEHOLDERS	
<b>R1</b>	More people adopting and sustaining a sporting lifestyle. <i>ODP: Outcomes 4, 5, 8, 9, 12</i>	<b>CS1</b>	Improved partnership working and engagement with key partners and stakeholders, delivery partners. <i>ODP: Outcomes 8,10</i>
<b>R2</b>	More people developing and reaching their sporting goals through a structured environment. <i>ODP: Outcome 5,10</i>	<b>CS2</b>	Improved partnership working and engagement with local government through community planning. <i>ODP: Outcomes 4, 8</i>
<b>R3</b>	More Northern Ireland athletes winning at the highest level. <i>ODP: Outcomes 5,10;</i>	<b>CS3</b>	Responsive and effective service delivery. <i>ODP: Outcomes 5, 9, 10</i>
INTERNAL PROCESSES		ORGANISATIONAL LEARNING & GROWTH	
<b>IP1</b>	Effective corporate governance. <i>ODP: Outcome 10</i>	<b>OLG1</b>	Effective organisational leadership. <i>ODP: Outcome 9 &amp; 10</i>
<b>IP2</b>	Improved processes and services through new information management and digital strategies. <i>ODP: Outcomes 5 &amp; 10</i>	<b>OLG2</b>	A skilled and motivated workforce. <i>ODP: Outcome 9 &amp; 10</i>
<b>IP3</b>	Creating a safe, healthy and thriving workplace development. <i>ODP: Outcomes 8 &amp; 10</i>		

## TABLE 3 SPORT NORTHERN IRELAND'S OUTCOMES & TARGETS FOR 2019-2020

RESULTS			
Outcome R1: More people adopting and sustaining a sporting lifestyle: <i>ODP Outcomes 4, 8, 9, 12</i>			
Business Plan Reference	Outputs	Timescale for Delivery	SRO
R1.1	<p>a) Engage a total of 89,000 participants through Sport NI's Every Body Active 2020 Strand 1: Opportunities investment programme, targeting the following underrepresented groups:*</p> <ul style="list-style-type: none"> <li>• 59% female participants.</li> <li>• 18% participants with a disability.</li> <li>• 35% participants from areas of greatest social need.</li> <li>• 28,000 individuals participating 11 times or more during the reporting year (sustained participant).</li> </ul> <p>b) Engage a total of 18,500 participants through Sport NI's Every Body Active 2020 Strand 4: Capacity Building, Outreach &amp; Small Grants investment programme, targeting the following underrepresented groups:</p> <ul style="list-style-type: none"> <li>• 50% female participants.</li> <li>• 15% participants with a disability.</li> <li>• 30% participants from areas of greatest social need.</li> </ul> <p>c) Engage at least 10,000 participants through TNOOC skills and leadership courses and other services.*</p> <p><i>*The outputs reflect Sport NI stretch targets that delivery partners are otherwise unlikely to achieve.</i></p>	31 March 2020	Director of Participation & Facilities
R1.2	<p>To manage and support delivery of the following action plans:</p> <p>a) Active, Fit and Sporty;</p> <p>b) Active Living, No Limits;</p> <p>c) Our Great Outdoors.</p>	31 March 2020	
R1.3	To develop and deliver a promotional strategy on widening participation and Sporting Ambassador initiative around the Open 2019.	September 2019	CEO
Outcome R2: More people to develop and reach their sporting goals through a structured environment. <i>PDP Outcomes 5, 10</i>			
R2.1	a) To have completed Stage 2 Multi Facility Fund assessment and identified at least 10 progression projects.	31 March 2020	Director of Participation & Facilities
R2.2	<p>a) Increase sports club membership by 8,000 through Sport Northern Ireland's Sporting Clubs investment.t*</p> <p><i>*Figures above based on assessment with sports and associated targets</i></p> <p>b) Engage 13,800 learning opportunities for coaches, officials and club volunteers through Sport NI's Sporting Clubs* investment.</p> <p>c) To deliver the 'SportMaker' Awards Project to recognise those individuals (e.g. coaches, officials) who help to make quality sport delivery happen within clubs / programmes throughout NI, enabling people to reach their sporting goals.</p>	31 March 2020 31 March 2020 31 March 2020	Director of Performance



## RESULTS

### Outcome R3: More Northern Ireland athletes winning at the highest level. *ODP Outcomes 5, 10*

Business Plan Reference	Outputs	Timescale for Delivery	SRO
R3.1	<p>a) Support sports to deliver 42* targeted performances at World Championship events (range from medal to Top 32); *</p> <p>b) Support sports to deliver 46* targeted performances at European Championships (range from medal to Top 32);*</p> <p>c) Invest in 19-20 Sports Organisations to deliver Sporting Winners benefits (medals, top 8, Top 16 at World, Olympic / Paralympic, European and Commonwealth level);</p> <p>d) Invest in 40 posts within sporting organisations to deliver High Performance programmes;</p> <p>e) To work with a range of sports (5-8) to support development of their performance sport systems;</p> <p>f) To deliver a Connect people Development Programme within 4 sports.</p> <p><i>*Data above based on assessment with sports and associated targets.</i></p>	<p>31 March 2020</p> <p>31 March 2020</p> <p>30 June 2019</p> <p>30 June 2019</p> <p>31 March 2020</p> <p>31 March 2020</p>	Director of Performance

## CUSTOMERS AND STAKEHOLDERS

### Outcome CS1: Improved partnership working and engagement with key partners and stakeholders, delivery partners.

#### ODP Outcomes 5, 8, 10

Business Plan Reference	Outputs	Timescale for Delivery	SRO
CS 1.1	Work collaboratively with the Department for Communities (DfC) to engage, consult and co-design the new Northern Ireland Strategy for Sport and Physical Activity 2020-2030.  <i>Through this work, Sport NI will support the development and design of a strategy that will improve the wellbeing of all citizens in Northern Ireland.</i>	31 March 2020	CEO
CS 1.2	To develop a new Corporate Strategy for the period 2020-2025, which meets the needs of sport, provides leadership and reflects the objectives of PfG and the new Strategy for Sport and Physical Activity 2020-2030.	31 March 2020	CEO
CS 1.3	<ul style="list-style-type: none"> <li>a) To establish &amp; embed a culture of safety at sports venues through collaborative working with venue operators, sports governing bodies, SGSA and the DfC;</li> <li>b) Continue to share knowledge, insights and collaborate with European partners working in outdoor sports;</li> <li>c) To enhance greater partnership working with national governing bodies and other relevant bodies relevant to the objectives at TNOG.</li> </ul>	31 March 2020	Director of Participation & Facilities
CS 1.4	To work in partnership with Public Health Agency and others to develop and deliver a Mental Health and Well-Being in Sport Action Plan.	31 March 2020	CEO
CS 1.5	<ul style="list-style-type: none"> <li>a) Deliver services into 14 - 16 High Performance (HP) Sport Programmes to support delivery of objective R3;</li> <li>b) To build on the pilot project developed last year in order to deliver a Pathway Curriculum project for 1 sport;</li> <li>c) To develop a Northern Ireland Pathway Health Check tool that enables sports to identify strengths and gaps within their athlete pathway and use this tool with 5-8 sports;</li> <li>d) To deliver 4 events that provide opportunities to develop capacity of sport based personnel;</li> <li>e) To provide 'effective organisations' support (in the areas of Governance and Anti-doping) to up to 28 sports organisations receiving investment;</li> <li>f) To develop a method to assist sports with assessment of their culture and implement improvement programmes in 6-8 sports that will address aspects of culture that are sub-optimal.</li> </ul>	30 June 2019 30 Sept 2019 30 Dec 2019  31 March 2020 31 March 2019  30 June 2019	Director of Performance
<b>Outcome CS2: Improved partnership working and engagement with local government through community planning.</b> <b>ODP Outcomes 4, 8</b>			
CS 2.1	To contribute to the development of a Mid Term Community Planning Impact Report in each of the 11 District Councils as a statutory partner in community planning.	31 March 2020	Director of Participation & Facilities

**CUSTOMERS AND STAKEHOLDERS****Outcome CS3: Responsive and effective service delivery: ODP outcomes 5, 9, 10**

<b>Business Plan Reference</b>	<b>Outputs</b>	<b>Timescale for Delivery</b>	<b>SRO</b>
CS 3.1	a) Delivery of tailored service support to up to 30 Performance staff and > 100 athletes in order to meet performance needs identified in SLAs established with sports.	30 September 2019	Director of Performance
CS 3.2	a) To develop a Transitions programme pilot with sport and business in partnership with third level education and NI commerce sector to identify an effective transitions pathway for relevant athletes.	31 December 2019	Director of Performance
	b) To provide a key learning event for all Sport NI customers and stakeholders on best practice in sport.	31 December 2019	CEO and Directors



<b>ORGANISATIONAL LEARNING &amp; GROWTH</b>			
<b>Outcome OLG1: Effective organisational leadership: ODP Outcomes 9, 10</b>			
<b>Business Plan Reference</b>	<b>Outputs</b>	<b>Timescale for Delivery</b>	<b>SRO</b>
<b>OLG1.1</b>	To appoint a new and substantive Executive Leadership Team to Sport NI, aligned to the “Driving High Performance initiative and organisational development needs.	March 2020	CEO
<b>OLG1.2</b>	To undertake a range of knowledge capture and insight work to ensure an evidence based approach to new Corporate Plan priorities and new Strategy for Sport and Physical Activity 2020-2030 (linked to CS 1.1 and CS1.2).	31 March 2020	CEO
<b>Outcome OLG2: A skilled and motivated workforce: ODP Outcomes 9, 10</b>			
<b>OLG 2.1</b>	To have restructured Sport NI staffing to ensure we have the necessary skills and functions in place to deliver our strategy and that we are an efficient and effective workforce working towards the same common goal.	31 March 2020	CEO
<b>OLG2.2</b>	To develop a staff training and development plan aligned to staff restructuring and our new corporate strategy, organisational objectives and performance needs.	31 March 2020	Director of Finance & Governance

# Our Budget

Sport Northern Ireland's Business Plan for 2019-20 is based on a total investment of **£21.4m**. This includes a projection of **£11.8m** in Exchequer resources and **£9.6m** in National Lottery resources. These funds will be prioritised on the basis of:

- As a Lottery Distributor, Sport NI manages Lottery income received from the Department for Culture, Media and Sport (DCMS) within its National Lottery Distribution Fund (NLDF).
- Sport NI plans to continue key strategic investments in a number of programmes such as Everybody Active 2020, Active Clubs, Sporting Clubs and Sporting Winners<sup>1</sup>, all aimed at creating an effective sporting system in which people are given the opportunity and support to enjoy, engage and excel in sport. Table 3 details Sport NI's investments by source of funding, award type and strategic objective.

**TABLE 3 SPORT NORTHERN IRELAND'S INVESTMENT BY SOURCE OF FUNDING, AWARD TYPE AND STRATEGIC OBJECTIVE**

Strategic Objective	Exchequer (£)	Lottery (£)	Total (£)	%
<b>SPORTING COMMUNITIES</b>	<b>4,410,602</b>	<b>3,718,876</b>	<b>8,129,478</b>	<b>38.0</b>
<b>SPORTING CLUBS</b>	<b>250,200</b>	<b>2,401,353</b>	<b>2,651,553</b>	<b>12.4</b>
<b>SPORTING WINNERS</b>	<b>567,735</b>	<b>3,101,412</b>	<b>3,669,147</b>	<b>17.1</b>
<b>ORGANISATION SUPPORT COSTS<sup>2</sup></b>	<b>6,537,398</b>	<b>420,000</b>	<b>6,957,398</b>	<b>32.5</b>
<b>TOTAL</b>	<b>11,765,935</b>	<b>9,641,641</b>	<b>21,407,576</b>	<b>100</b>

<sup>1</sup> See Annex Two for a description of Sport Northern Ireland's Funding Programmes and Interventions

<sup>2</sup> Organisation Support Costs includes all costs associated with the following: Salaries, legal fees, house of sport running costs, policy and research, investment assurance, ICT, HR and Finance.

## Annex One

### Sport Matters: The Northern Ireland Strategy for Sport and Physical Recreation - High level Targets 2015-2019<sup>3</sup>

PA1	By 2009, to have agreed and commenced implementation of a revised research framework for participation rates that is cognisant of the recommendations of the Chief Medical Officers in the UK.
PA2	By 2010, to have reviewed economic impact of sport and physical recreation in Northern Ireland.
PA3	PA3a - By 2013, to have established a baseline for the % of post primary children normally participating in a minimum of two hours physical education per week.  PA3b - By 2013, to have established a baseline for the % of post primary children normally participating in a minimum of two hours of sport after school per week.  PA3c - By 2013, to have established a baseline for the % of post primary children normally participating in a minimum of two hours of sport outside school per week.
PA4	By 2013, to have stopped the decline in adult participation in sport and physical recreation.
PA5	PA5a - By 2014 to have increased the number of people in Northern Ireland in membership of at least one sports club (Adults).  PA5b - By 2014 to have increased the number of young people in Northern Ireland in membership of at least one sports club (Young people).
PA6	<i>(Target combined with PA3 therefore PA6 no longer exists)</i>
PA7	By 2019, to deliver at least a three percentage point increase in adult participation rates in sport and physical recreation (from the 2011 baseline).
PA8	By 2019, to deliver at least a six percentage point increase in women's participation rates in sport and physical recreation (from the 2011 baseline).
PA9	By 2019 to deliver at least a 6 percentage point increase in participation rates in sport and physical recreation among adults living the 20% most deprived areas.
PA10	By 2019, to deliver at least a six percentage points increase in participation rates in sport and physical recreation among people with a disability (from the 2011 baseline).
PA11	By 2019, to deliver at least a six percentage point increase in participation in sport and physical recreation among older people (from the 2011 baseline).
PE12	By 2010 to have a fully operational Sports Institute that supports 100 athletes per annum to achieve improved high performance sport outcomes. <b>ACHIEVED</b>
PE13	By 2010, to win at least five medals at the Delhi Commonwealth Games. <b>ACHIEVED</b>
PE14	By 2015, to ensure that all Sport Northern Ireland funded governing bodies and sporting organisations are 'fit for purpose' organisations. <b>ACHIEVED</b>
PE15	By 2014, to win at least five medals at the Glasgow 2014 Commonwealth Games. <b>ACHIEVED</b>
PE16	By 2019, to have implemented nationally recognised coach accreditation systems for all Sport Northern Ireland funded governing bodies.

<sup>3</sup> Sport Matters targets highlighted in 'bold' were revised following the completion of a Sport Matters Mid-Term Review that was undertaken by the Department in 2014-2015.

PE17	By 2019, at least 100 Northern Ireland athletes to have attained medal success at the highest level in their sport, including European, World and Olympic/Paralympic level.
PE18	PE18a - By 2019, to have established a baseline for the % of adults who have coached in the last year in a paid capacity.  PE18b - By 2019, to have established a baseline for the % of adults who have coached in the last year in a voluntary capacity?
PE19	PE19a - By 2016 to have 15-20 athletes qualify for the Rio Olympic and Paralympic Games. PE19b - By 2018 to win at least 5 medals at the Commonwealth games. <b>ACHIEVED</b>
PE20	By 2019, to have secured a world class system for athlete development consisting of services, facilities and competition, following the hosting of the Olympic and Paralympic Games in London 2012.
PL21	By 2010, to initiate a Northern Ireland certification process that will improve safety management and the fabric of the major stadia in Northern Ireland to comply with the Safety of Sports Grounds (Northern Ireland) Order (2006) and associated technical guidance.
PL22	By 2014, and subject to Executive approval, to have developed major sports stadiums to meet the strategic needs of Football, GAA and Rugby on an operationally viable and commercially sustainable basis in Northern Ireland.
PL23	By 2014, to have a minimum of 10 new or upgraded facilities that will support Northern Ireland player/athlete development in Olympic and Paralympic sports.
PL24	By 2015, to have amended public policy frameworks to protect and promote access to and sustainable use of publicly-owned land in Northern Ireland for sport and physical recreation.
PL25	By 2019, at least 90% of households should have access to quality multi-sports facilities within 10 miles travel time.
PL26	By 2019, to ensure that all planning decisions follow Planning Policy Statement 8: "Open Space, Sport and Outdoor Recreation in relation to the provision of spaces for sport and physical recreation".



## Annex Two

### Sport Northern Ireland – Funding Programmes and Interventions

#### **FUNDING PROGRAMMES 2019-20**

**Every Body Active 2020** aims to increase quality opportunities for targeted groups (women/girls, people with a disability and those living in areas of high social need) to develop and sustain regular participation in sport across key life-course transitions through three strands of Opportunities, Outdoor Spaces and Capacity Building, Outreach and Small Grants.

**Sporting Clubs Programme** aims to deliver sustained increases in club membership through club and workforce development with a range of funded sporting organisations.

**Sporting Winners Programme** aims to invest in National Governing Bodies of Sport (NGB's) supporting athletes and teams that have the potential for success at major senior international competitions – Olympic Games, Paralympic Games, Commonwealth Games, the World Championship Event and the European Championship.

**Multi Facility Fund** aims to address the under-provision of community sports facilities to significantly increase community participation in sport and physical recreation.

#### **OTHER INTERVENTIONS**

**Our Great Outdoors** aims to increase participation in sport and physical recreation by enabling improved and sustainable access to Northern Ireland's rich and varied natural environment.

**Active, Fit & Sporty** aims to develop more and improved opportunities for women & girls to participate regularly in sport and physical recreation across four pillars of Leadership, Role Models, Media and Research.

**Active Living, No Limits 2021** aims to provide access and opportunities for people with intellectual and physical disabilities to participate regularly in sport and physical recreation through improved partnership working.

**Club Development** aims to develop high quality sports clubs through the delivery of Sport Northern Ireland's Clubmark Accreditation Scheme and Club Leaders Development Programme.

**Coaching Development** aims to develop and deliver effective systems for the development of the coaching workforce within governing bodies and other partner organisations.

**People and Pathway Development** aims to improve the capability of people working to support the athlete development pathway within sports in order to increase the likelihood that athletes with potential will be converted into athletes capable of performing in major international competitions.

**Facilities Advice and Advocacy** aims to enable and embed a culture of quality spectator & player experience and safety in the design, management and operation of sports facilities and events.

**Effective organisations support (Governance and Anti-Doping)** aims to ensure that partner organisations have the appropriate policies, procedures, plans and skills in place to promote a safe, fair, ethical and progressive sporting environment.

**Tollymore National Outdoor Centre** is primarily focussed on the development of leadership and skills across a range of outdoor adventure activities as a means of driving increased participation and improved performance in sport and physical recreation. Tollymore NOC aims to be a repository of expertise in outdoor adventure activities in Northern Ireland, Ireland and the UK.

**The Sports Institute** provides a range of support services to athletes and their coaches in order to make a positive impact within NGB high performance programmes. Support is primarily to sports also receiving investment from the Sporting Winners Programme. Services include Strength & Conditioning, sports medicine, sports physiology, psychology, lifestyle management, physiology, nutrition and performance analysis. This support increases the likelihood of athletes delivering medals, top 8s or top 16s in major international competitions.

**This document is available in other accessible formats on request, and online at [www.sportni.net](http://www.sportni.net)**

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