



BUSINESS PLAN 2018-2019



Enjoy • Engage • Excel

DOC. REF:	Draft Business Plan 2018-2019
AUTHOR:	Executive Team
DATE	10 July 2018
VERSION	3.3

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 business plan is based on a total investment of **£17.2m**. This includes a projection of **£8.1m** in Exchequer resources and **£9.1m** in National Lottery resources. This Business Plan 2018-2019 remains aligned with our corporate vision, mission and strategic objectives and will direct our resources over the next 12 months.

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 Northern Ireland 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 Programme for Government

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. We deliver this best by focusing on outcomes and working in partnership with other stakeholders locally, nationally and internationally.

Our Business Plan for 2018-2019 demonstrates the links between these improved outcomes and our contribution to the indicators within PfG. Sport Northern Ireland 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 Northern Ireland 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:

SPORT NORTHERN IRELAND'S CONTRIBUTION TO THE DRAFT PROGRAMME FOR GOVERNMENT OUTCOMES	
<p>Outcome 4</p> <p>We enjoy long, healthy, active lives.</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 will seek partnerships with health, education, local councils, governing bodies and other sporting bodies to maximise our reach into communities and groups who are traditionally not active. Our work includes:-</p> <ul style="list-style-type: none"> • Implementation of the Sport Clubs Programme 2017-2021; • Implementation of Everybody Active 2020; and • Implementation of Our Great Outdoors: The Outdoor Recreation Action Plan for Northern Ireland.
<p>Outcome 5</p> <p>We are an innovative, creative, society where people can fulfil their potential.</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 underrepresented in sport (i.e. women/girls, people with a disability, older people, and people living in areas of</p>

	<p>greatest social and economic need). Key programmes and projects include:-</p> <ul style="list-style-type: none"> • Implementation of Active Living: No Limits 2021 Disability Action Plan; • Implementation of Women in Sport: Active, Fit and Sporty Strategy. • Implementation of a new initiative to address mental health issues amongst our athletes to increase their ability to fulfil their potential. • Implementation of the Sporting Winners Programme 2017-21'
<p>Outcome 8</p> <p>We care for others and we help those in need.</p>	<p>We will contribute to Outcome 8 by delivering a range of programmes and projects aimed at providing people, particularly those with a disability, across Northern Ireland with quality opportunities that will help them to adopt and sustain an active sporting lifestyle.</p> <p>We will seek partnerships 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. Key programmes and projects include:</p> <ul style="list-style-type: none"> • Implementation of Active Living: No Limits 2021 Disability Action Plan; • Development and launch of a Wellbeing in Sport Action Plan 2018-2023; and • Implementation of Everybody Active 2020.
<p>Outcome 9</p> <p>We are a shared, welcoming and confident society that respects diversity.</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. Key programmes and projects include:</p> <ul style="list-style-type: none"> • Implementation of Together Building A United Community [TBUC] Cross Community Youth Sport Programme; • Implementation of the UK Equality Standard for Sport for sporting organisations; and • Development and launch of a Wellbeing in Sport Action Plan 2018-2023.
<p>Outcome 10</p> <p>We have created a place where people want to live and work, to visit and invest.</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</p>

	<p>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. Key programmes and projects include:</p> <ul style="list-style-type: none"> • Implementation of Sporting Winners Programme 2017-21; and • Implementation of the Northern Ireland's Sports Facilities Framework, including the 11 District Council reports.
<p>Outcome 12</p> <p>We give our children and young people the best start in life.</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. Key programmes and projects include:</p> <ul style="list-style-type: none"> • Implementation of Active Living: No Limits 2021 Disability Action Plan; • Implementation of Women in Sport: Active, Fit and Sporty Strategy; • Implementation of the Sporting Clubs Programme 2017-2021; • Implementation of Every Body Active 2020; and • Implementation of Our Great Outdoors: The Outdoor Recreation Action Plan for Northern Ireland.

What We Will Deliver in 2018-2019

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 PfG. Mindful of the interdependency of our work with other public sector bodies and stakeholders we will work closely with these stakeholders to deliver on PfG Outcomes.

Table 2 identifies the targets for delivery in 2018-2019 for each of outcomes identified in Table 1. Table 2 also highlights the relevant PfG Outcome to which each target contributes.

The Business Plan 2018-2019 reflects our commitment to enable sports to grow and flourish with a focus on excellence in all aspects of the sports system.

As a key partner, acknowledged in the Delivery Plan for the Programme for Government, Sport Northern Ireland is committed to maintaining meaningful collaborations and partnerships that maximise successful delivery of PfG. 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”.

As an Arm’s Length Body of Department for Communities, 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 PfG when determining our budget priorities for 2018-2019 and beyond.

TABLE 1 SPORT NORTHERN IRELAND'S OVERARCHING OUTCOMES FOR 2018-2019

RESULTS		CUSTOMERS/STAKEHOLDERS	
R1	More people adopting and sustaining a sporting lifestyle.	CS1	Improved partnership working and engagement with key partners and stakeholders, delivery partners.
R2	More people developing and reaching their sporting goals through a structured environment.	CS2	Improved partnership working and engagement with local government through community planning.
R3	More Northern Ireland athletes winning at the highest level.	CS3	Responsive and effective service delivery.
INTERNAL PROCESSES		ORGANISATIONAL LEARNING & GROWTH	
IP1	Effective corporate governance.	OLG1	Effective organisational leadership.
IP2	Effective and efficient management of financial resources.	OLG2	A skilled and motivated workforce.
		OLG3	Effective organisational health, safety and wellbeing
IP3	Improved processes and services through new information management and digital strategies.		
IP4	Effective and efficient management of human and physical resources.		

TABLE 2 SPORT NORTHERN IRELAND'S OUTCOMES & TARGETS FOR 2018-2019

RESULTS			
Outcomes	Business Plan Reference & PfG Outcome	Targets	Senior Responsible Owner
More people adopting and sustaining a sporting lifestyle	R1.1 PfG 4, 5, 8, 9, 12	By 31 March 2019 to: a) engage a total of 89,000 participants through Sport Northern Ireland's Every Body Active 2020 Strand 1: Opportunities investment programme, targeting the following underrepresented groups: <ul style="list-style-type: none"> • 58% female participants. • 17% participants with a disability. • 34% participants from areas of greatest social need. • 28,000 individuals participating 11 times or more during the reporting year (sustained participant). b) engage a total of 18,500 participants through Sport Northern Ireland's Every Body Active 2020 Strand 4: Capacity Building, Outreach & Small Grants investment programme, targeting the following underrepresented groups: <ul style="list-style-type: none"> • 50% female participants. • 15% participants with a disability. • 30% participants from areas of greatest social need. c) develop and initiate Sport Northern Ireland's Every Body Active 2020 Strand 3: Workforce Development. <p><i>Through this, Sport Northern Ireland will work with and support a range of key partners (e.g. district councils, governing bodies of sport) to develop and deliver quality sporting opportunities at a community level which engage all.</i></p>	Director of Participation & Facilities
	R1.2 PfG 4,5,8,9,12	By 31 March 2019 to co-ordinate, manage and/or influence the continued implementation of three strategic action plans:	

RESULTS

Outcomes	Business Plan Reference & PfG Outcome	Targets	Senior Responsible Owner
		<ul style="list-style-type: none"> • Active Fit and Sporty¹; • Active Living: No Limits 2021²; and • Our Great Outdoors. <p><i>Through this, Sport Northern Ireland will support and promote participation in grassroots sport focusing on young people, people with a disability, women and girls, older people and people living in areas of high social need.</i></p>	
<p>More people to develop and reach their sporting goals through a structured environment.</p>	<p>R2.1</p> <p>PfG 4,5,8,9</p>	<p>By 31 March 2019 to:</p> <p>a) increase sports club membership by 7,000 through Sport Northern Ireland’s Sporting Clubs investment; and</p> <p>b) engage 10,500 learning opportunities for coaches, officials and club volunteers through Sport Northern Ireland’s Sporting Clubs investment.</p> <p><i>Through this, Sport Northern Ireland will invest in and support the development and delivery of sport at a club level by providing opportunities for people to enjoy and sustain an active sporting lifestyle.</i></p>	<p>Director of Participation & Facilities</p>
	<p>R2.2.</p> <p>PfG 4,5,8,9</p>	<p>By 31 March 2019 to:</p> <p>a) launch and complete Stage One assessments of Sport Northern Ireland’s Multi Facility Fund investment programme.</p> <p>b) invest in 4 facilities through Sport Northern Ireland’s Every Body Active 2020 Strand 2: Outdoor Spaces.</p> <p><i>Through this, Sport Northern Ireland will invest in and support the development of new and improved sports facilities across Northern Ireland to help people to reach their sporting goals.</i></p>	

¹ The Participation and Facilities Unit Balanced Scorecard will reflect the additional budget impact.
² Additional resource secured to meet a funding shortfall for Special Olympics Ireland in 2018-2019.

RESULTS

Outcomes	Business Plan Reference & PfG Outcome	Targets	Senior Responsible Owner
<p>More Northern Ireland athletes winning at the highest level.</p>	<p>R3.1</p> <p>PfG 5</p>	<p>By 31 March 2019 to:</p> <ul style="list-style-type: none"> a) invest in 20 Sports Organisations to deliver Sporting Winners benefits; b) invest in 40 posts within sporting organisations to deliver High Performance programmes; c) support sports to deliver 25 targeted performances at World Championship events (range from medal to Top 32); and d) support sports to deliver 34 targeted 'medal zone' performances at the Gold Coast Commonwealth Games (range medal to top 8). <p><i>Through this Sport Northern Ireland will ensure sports are supported to achieve success in major competitions. (i.e.Commonwealth, World and European).</i></p>	<p>Director of Performance Sport</p>
	<p>R3.2</p> <p>PfG 5</p>	<p>By 31 March 2019 to work with a range of sports (6-8) to support development of their performance sport systems.</p> <p><i>Through this Sport Northern Ireland will assist sports to build capability in areas of identified need. Please refer to CS3.1(d) for additional targets relating to development of sport systems..</i></p>	

CUSTOMERS AND STAKEHOLDERS

Outcomes	Business Plan Reference & PfG Outcome	Targets	Senior Responsible Owner
CS1 Improved partnership working and engagement with key partners and stakeholders, delivery partners.	CS1.1 <i>PfG 5,10</i>	By 31 March 2019, to work collaboratively with the Department to engage, consult and co-design the new Northern Ireland Strategy for Sport and Physical Activity 2020-2030. <i>Through this work, Sport Northern Ireland will collaboratively develop and design a strategy that will improve the wellbeing of all citizens in Northern Ireland.</i>	Director of Finance & Governance
	CS1.2 <i>PfG 10</i>	By 31 March 2019, to a) complete and/or report on the following EU Erasmus Plus funded projects: <ul style="list-style-type: none"> • Get Wet; • BOSS; • Positive Parenting in Sport; and • Club Captains in Youth Sport; b) continue to partner with, support and develop EU networks and projects. <i>Through this work, Sport Northern Ireland will exploit opportunities for wider engagement and support to enhance the development and delivery of sport in Northern Ireland.</i>	Director of Participation & Director of Finance & Governance
	CS1.3 <i>PfG 4,5,8,9</i>	By August 2018, to have launched a partnership project with the Public Health Agency and other stakeholders involved in Sport NI's Wellbeing in Sport Action Plan 2018-2023. <i>Through this work, Sport Northern Ireland will engage with and support the sports sector to improve the mental health and wellbeing for people involved in sport in Northern Ireland.</i>	Director of Finance & Governance
		By 31 March 2019 to provide 8 Automated External Defibrillators (AED) training sessions for sports volunteers across Northern Ireland.	Director of Participation

CUSTOMERS AND STAKEHOLDERS

Outcomes	Business Plan Reference & PfG Outcome	Targets	Senior Responsible Owner
		<p><i>Through this work, Sport Northern Ireland, in partnership with the Department for Communities, Northern Ireland Ambulance Service and Public Health Agency, will support the delivery of the Community Resuscitation Strategy for Northern Ireland.</i></p>	
<p>CS2 Improved partnership working and engagement with local government through community planning.</p>	<p>CS2.1 <i>PfG 4, 5,10</i></p>	<p>By 31 March 2019 in its role as the Statutory Partner for the Community Planning process, Sport Northern Ireland will establish a sports initiative in each of the 11 District Councils.</p> <p><i>Through this work, Sport Northern Ireland will deliver a co-ordinated and collaborative approach to furthering the positive impact of sport enhancing opportunities and benefits to a wide range of stakeholders.</i></p>	<p>Director of Participation & Facilities</p>
<p>CS3 Responsive and effective service delivery.</p>	<p>CS3.1 <i>PfG 4,5,10,12</i></p>	<p>By 31 March 2019 to</p> <ul style="list-style-type: none"> a) Deliver services into 16 High Performance (HP) Sport Programmes; b) Initiate a Pathway Curriculum for one sport to support delivery of R 3.1; and c) Develop an interim Northern Ireland Pathway Health Check (pending approval of the new UK wide HPSAG Pathway Health Check Lite). d) Develop and implement agreed projects in partnership with at least three culturally significant sports to support their performance sport systems. <p><i>Through this work, Sport Northern Ireland will support High Performance Programmes in Sports through delivery of services from the Sport Northern Ireland Sports Institute, in order to increase the likelihood of success by NI athletes in major competitions.</i></p>	<p>Director of Performance Sport</p>

CUSTOMERS AND STAKEHOLDERS

Outcomes	Business Plan Reference & PfG Outcome	Targets	Senior Responsible Owner
		<p>By 15 April 2018 to support Team NI to win at least 5 medals at the 2018 Gold Coast Commonwealth Games.</p> <p><i>Through this work, Sport Northern Ireland will support Athletes in their performance at the Gold Coast Commonwealth Games. This will foster continuous sporting success and civic pride.</i></p>	

INTERNAL PROCESSES

Outcomes	Business Plan Reference & PfG Outcome	Targets	Senior Responsible Owner
IP1 Effective Corporate Governance.	IP1.1	<p>By 31 March 2019 to have completed Post Project Evaluations relating to the following key investments:</p> <ul style="list-style-type: none"> Boxing Investment Programme; PerformanceFocus Investment Programme; and Safeguarding in Sport Services (June 2018) <p><i>Through this work, Sport Northern Ireland will inform assurance and stewardship reporting and optimise the value for money from future investments through continuous improvement for the betterment of stakeholders.</i></p>	Director of Finance & Governance
IP2 Effective and efficient management of financial resources.	IP2.1	<p>By 31 March 2019 to have key financial and assurance reports completed.</p> <p><i>Through this work, Sport Northern Ireland will demonstrate fulfilment of its stewardship requirements providing confidence to and supporting decision making by key stakeholders.</i></p>	Director of Finance & Governance
IP3 Improved processes and services through new information management and digital strategies.	IP3.1	<p>By 31 March 2019 to have delivered projects that will:</p> <ul style="list-style-type: none"> upgrade the financial management system; maximise the use of the GIFTS Management Information System: and establish a records management system (HP TRIM Records Management System). <p><i>Through this work, Sport Northern Ireland will have compliant efficient and effective management information systems that will support decision making, manage risk, improve control and through this improve delivery for its stakeholders.</i></p>	Director of Finance & Governance

INTERNAL PROCESSES

Outcomes	Business Plan Reference & PfG Outcome	Targets	Senior Responsible Owner
IP4 Effective and efficient management of human and physical resources.	IP4.1	By 31 March 2019 to have implemented the priority recommendations from the lIP review. <i>Through this work, Sport Northern Ireland will to ensure the presence of a skilled, competent, informed and supported staff complement to deliver on its corporate priorities.</i>	Director of Finance & Governance
	1P4.2	By 31 March 2019, through effective absence management systems to have a maximum of 8.5 working days lost per employee (average per annum). <i>Through this work, Sport Northern Ireland will to ensure strong and consistent service delivery for the betterment of stakeholders.</i>	
	IP4.3	By December 2018 to have a <i>Business model fully implemented to engage a total of 7,230³ participants/users through Tollymore National Outdoor Centre (TNOC) courses.</i> <i>Through this work, Sport Northern Ireland will engage more participants, enhance its profile, improve skills within the sector and maximise value from money from the Centre.</i>	Director of Participation & Facilities

³ TNOC target: Skills development participants (2,071); Leadership development participants (426) & Self-Programming & Facility Hire participants (4,262)

ORGANISATIONAL LEARNING & GROWTH

Outcomes	Business Plan Reference & PfG Outcome	Targets	Senior Responsible Owner
OLG1 Effective organisational leadership.	OLG1.1	<p>By 31 March 2019 to have completed a structural review of Sport Northern Ireland.</p> <p><i>Through this work, Sport Northern Ireland will have the structure and staff complement in place aligned to its long term strategic aims and congruent with the 'Route Map for Change' emanating from the PAR Report.</i></p>	Chief Executive Officer
OLG2 A skilled and motivated workforce.	OLG2.1	<p>By 31 March 2019 to have identified staff skills deficits within Sport Northern Ireland and implemented a learning and development plan that will address these.</p> <p><i>Through this work, Sport Northern Ireland will have a competent and skilled workforce that will ensure service delivery exploiting internal/expertise to actively encourage and support innovation and learning amongst sports and other stakeholders.</i></p>	Director of Finance & Governance
OLG3 Effective Organisational health, safety and wellbeing	OLG3.1	<p>By 31 March 2019, to have developed a 'Workplace Wellbeing Programme' for staff. During the year focus will be given to implementing 3 key priorities within the Programme.</p> <p><i>Through this work, Sport Northern Ireland will support a healthy workforce that will provide consistent service delivery for the betterment of stakeholders.</i></p>	Director of Finance & Governance
	OLG3.2	<p>By 31 March 2019 to have designed and delivered 6 research projects in collaboration with relevant partners. These research projects are:</p> <ul style="list-style-type: none"> • SPLISS II Research Project; • Children's Sport Participation & Physical Activity Study; • All Island Club Research Project; • Economic Importance of Sport & Outdoor Recreation; • 2018 Commonwealth Games Review; and • Women in Sports Leadership Study. <p><i>Through this work, Sport Northern Ireland will have access to key data that will inform strategic delivery, decision making, and planning and future investment decisions for the betterment of all stakeholders.</i></p>	Director of Finance & Governance

Our Budget

Sport Northern Ireland's Business Plan for 2018-19 is based on a total investment of **£17.2m**. This includes a projection of **£8.1m** in Exchequer resources and **£9.1m** in National Lottery resources. These funds will be prioritised on the basis of:

As a Lottery Distributor, Sport Northern Ireland manages Lottery income received from the Department for Culture, Media and Sport (DCMS) within its National Lottery Distribution Fund (NLDF).

Sport Northern Ireland plans to continue key strategic investments in a number of programmes such as Everybody Active 2020, Active Clubs, Sporting Clubs and Sporting Winners⁴, 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 Northern Ireland'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 (£k)	Lottery (£k)	Total (£k)	%
SPORTING COMMUNITIES	2,664,962	1,620,509	4,285,471	25%
SPORTING CLUBS	1,288,392	4,282,480	5,570,872	32%
SPORTING WINNERS	1,426,667	2,633,312	4,059,980	24%
ORGANISATION SUPPORT COSTS⁵	2,761,979	521,849	3,283,828	19%
TOTAL	8,142,000	9,058,150	17,200,151	100%

⁴ See Annex Two for a description of Sport Northern Ireland's Funding Programmes and Interventions

⁵ Governance & Accountability includes all costs associated with the following: 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 2015-2019⁶

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.
PE13	By 2010, to win at least five medals at the Delhi Commonwealth Games.
PE14	By 2015, to ensure that all Sport Northern Ireland funded governing bodies and sporting organisations are 'fit for purpose' organisations.

⁶ 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.

PE15	By 2014, to win at least five medals at the Glasgow 2014 Commonwealth Games.
PE16	By 2019, to have implemented nationally recognised coach accreditation systems for all Sport Northern Ireland funded governing bodies.
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.
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. ⁴
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 2018-19

Active Clubs Programme aims to create, strengthen and sustain opportunities that support pathways to lifelong participation in sport and physical activity.

Every Body Active 2020 aims to increase quality opportunities for targeted groups to develop and sustain participation in sport across key life-course transitions across 4 strands of Opportunities, Workforces, 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

Active Outdoors aims to increase participation in sport and physical activity by providing sustainable access to Northern Ireland's rich and varied natural environment.

Active Inclusion aims to provide access and opportunities for people with intellectual and physical disabilities to participate in sport and physical activity.

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.

Facilities Advice and Advocacy aims to provide organisations seeking to develop sports facilities with design, management and safety advice, support and guidance.

Improving Governance and Leadership aims to ensure that partner organisations have the appropriate policies, procedures, plans and skills in place that promote a safe, fair, ethical and progressive sporting environment.

Tollymore National Outdoor Centre aims to provide a wide range of skills and leadership courses in a number of outdoor activities. Tollymore has a particular focus on knowledge creation and exchange within the outdoor adventure activity sector, particularly for those not normally engaged in outdoor activities.

This document is available in other accessible formats on request, and online at www.sportni.net

**Sport Northern Ireland
House of Sport
2a Upper Malone Road
Belfast BT9 5LA**

Telephone: 028 9038 1222

Email: info@sportni.net

Website: www.sportni.net