



# Sport Northern Ireland

## Business Plan 2014-15

**isport**  
Northern Ireland



Department of  
Culture, Arts  
and Leisure  
[www.dcalni.gov.uk](http://www.dcalni.gov.uk)

An Arms Length Body of the Department of Culture, Arts and Leisure  
**'Sport United: Together Better'**





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“Sport has the power to change the world. It has the power to unite in a way that little else does. It speaks to youth in a language they understand. Sport can create hope where once there was only despair. It is more powerful than governments in breaking down racial barriers. It laughs in the face of all types of discrimination.”

**Nelson Mandela**

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**Carál Ní Chuilín**  
Minister of Culture, Arts & Leisure

DCAL is committed to harnessing culture, arts and leisure to promote equality and tackle poverty and social exclusion. Over the course of the last year, DCAL and its arm's length bodies have made good progress transforming delivery so that as much public resource as possible is invested in these key priority areas in a way which will bring about lasting and meaningful change to as many people as possible, but in particular to those who are most disadvantaged.

The theme for the year ahead will be to continue this journey. There will be particular emphasis on making culture, arts and leisure more accessible, promoting and supporting our cultural identity, lifelong learning, and excellence in service delivery. Exciting and innovative programmes and projects are set to come on-stream across the entire field of DCAL's operations. Importantly, a new strategic focus will be brought to our work in promoting equality, tackling poverty and social exclusion which will involve delivery, advocacy, partnership development, knowledge sharing and networking.

In order to successfully deliver our ambitious objectives work will continue behind the scenes to ensure that DCAL further develops partnerships, enhances its processes, and invests in its people.

## Réamhrá

Tá RCEF tiomanta do leas a bhaint as cultúr, ealaíona agus fóillíocht le comhionannas a chur chun cinn agus le dul i ngleic le bochtaineacht agus le heisiamh sóisialta. Le bliain anuas, tá dul chun cinn maith déanta ag RCEF agus ag a cuid comhlachtaí ar neamhthuilleamaí maidir le soláthar a bhunathrú chun feabhais ionas go n-infheistítear an oiread acmhainne poiblí agus is féidir sna heochair-réimsí tosaíochta sin ar bhealach a bhainfidh amach athrú buan agus lánbhrí don oiread daoine agus is féidir, go háirithe dóibh siúd is mó atá faoi mhíbhuntáiste.

Leanúint ar aghaidh ar an turas sin an téama a bheidh ann don bhliain atá romhainn. Beidh béim faoi leith ar chultúr, ealaíona agus fóillíocht a dhéanamh níos inrochtana. Ina theannta sin, tabharfar tacaíocht dár bhféiniúlacht chultúrtha, d'fhoghlaim ar feadh an tsaoil agus do shármhaitheas i soláthar seirbhíse agus cuirfear na nithe sin uile chun cinn. Tá cláir agus tionscadail spreagúla agus nuálacha le tosú trasna réimse iomlán oibríochtaí RCEF. Is tábhachtach go dtabharfar fócas úr straitéiseach dár gcuid oibre maidir le comhionannas a chur chun cinn, dul i ngleic le bochtaineacht agus le heisiamh sóisialta agus beidh soláthar, tacaíocht, forbairt chomhpháirtíochta, comhroinnt eolais agus líonrú mar chuid di.





**Antoinette McKeown**

Chief Executive  
Sport Northern Ireland

Sport has always been a major driving force in communities here. Sport provides a solid platform on which to develop strong, cohesive communities and nurture home grown athletes who bring pride to the entire community.

It is sport's intrinsic value that delivers the best benefits such as improving health and wellbeing, growing the economy, improving education and skills; and promoting social inclusion. Just as children are intrinsically motivated to play, Sport Northern Ireland aims to harness a lifelong desire in people to participate and perform in sport. We want to provide support and the necessary environment for this to happen. We are committed to developing and delivering the best facilities, coaches and skills and we are focused on providing expert support for our highly

successful athletes and teams. We are now beginning to see the legacy benefits from the London 2012 Olympic and Paralympic Games with increased interest in sports participation, better high performance systems and improved facility provision. Sport Northern Ireland looks forward to building on the success of the World Police and Fire Games 2013, in identifying and hosting other major sporting events, and working with partner organisations and the governing bodies of sport to showcase all that is so good about sport here.

Sport Northern Ireland recognises the role of sport and physical recreation in bringing people together and Sport Northern Ireland's work provides a daily reminder of the power of sport in creating a different and common language, culture and identity, in teaching respect and confidence, and encouraging strong aspirations in young people and communities. And that's why we have whole-heartedly embraced the priority to 'Promote Equality and Tackle Poverty and Social Exclusion'.

This Business Plan reflects our commitment to targeting precious public resources at sectors and groups in our society where socio-economic inequalities exist and within areas of greatest

objective need<sup>1</sup>. Our theme 'Sport United: Together Better' also embraces our aspiration to work together with relevant groups and individuals to provide coherence in sport delivery, making the best use of public resources provided from all public bodies.

There is much to do and we are ambitious for change; that includes the development of a Sports Facilities Strategy for Northern Ireland, in partnership with local council clusters and governing bodies. We will launch a new capital programme aimed at delivering high quality sports facilities which support community participation and high performance, incentivising sporting organisations and communities to work together to achieve sustainability.

We will also be providing funding for smaller projects under our Active Awards for Sport small grants programme. In addition, we will continue to invest in supporting people in local communities and schools to join sports clubs, through our new Active Clubs programme. Of equal importance is our commitment in this Business Plan to the development of our sporting workforce, community, club and performance coaches and also continuing to identify and develop NI's best athletes.

It is also worth recognising the value of the natural environment in NI, which makes the region uniquely suited to participation in many adventure sports. Through the work of Tollymore National Outdoor Centre and our contribution to the implementation of the Outdoor Recreation Action Plan, we will work to maximise opportunities for increased participation and excellence in outdoor sports.

We are focused on and excited about working with partners to reap the huge benefits from the Giro d'Italia in May, the Special Olympics Ireland Games in June, the Commonwealth Games in July and August and other key events which we are working with partners on.

But Sport Northern Ireland is much more than a funding body. As the new Chief Executive, I feel hugely privileged to lead a team of highly skilled, energetic staff who are passionate about sport, many of whom play at the highest levels and many who volunteer with grassroots clubs. I want to share this resource with sports organisations and bodies so that we all benefit from the many resources Sport Northern Ireland has to offer and I look forward to Sport Northern Ireland working with you to achieve this.

Sport and physical recreation continue to provide us with inspirational, incomparable and invaluable moments when our teams, clubs, counties and country win, lose or draw, as well as providing a mechanism through which we can make our society better.

In order to fully realise the opportunities for social and economic growth that sport can deliver, we must retain its integrity and value it as an end in itself. That's how all of us can benefit equally from the power of sport - **'Sport United: Together Better'**.



## Who We Are

## Sport Northern Ireland Business Plan 2014-15

**‘Sport United: Together Better’ is central to who we are.**

Sport Northern Ireland is the leading public body for the development of sport in Northern Ireland. Sport Northern Ireland is sponsored by the Department of Culture, Arts and Leisure (DCAL). The constitution of the Sports Council for NI (Sport Northern Ireland) is set out in Schedule 1 of the Recreation and Youth Service (NI) Order 1986.

Sport is central to everything we aim to achieve, whether this is through increased participation, athlete performance and enhanced facilities, or a better equipped sporting workforce. Sport Northern Ireland is also cognisant of its wider social responsibilities and the promotion of equality and the tackling of poverty and social exclusion is a key priority for this business planning period.

To realise these instrumental benefits through sport it is essential to have an ‘effective sporting system’ in Northern Ireland. This sporting system includes well managed competent governing bodies, modern talent development systems, strong club and competition structures, a competent and available workforce and a range of quality, accessible facilities within the club/local authority/governing body/education and community settings. Sport Northern Ireland will continue to work to support the on-going development the sporting system in Northern Ireland.





Sport Northern Ireland’s corporate vision is:

“A culture of lifelong enjoyment and success in sport which contributes to a healthy, fair and prosperous society.”

Sport Northern Ireland’s current Corporate Plan 2012-15 sets out six strategic priorities (four primary and two supporting) to help us achieve our vision, as detailed in Table 1. Sport Northern Ireland, in partnership with DCAL has developed Sport Matters: The Northern Ireland Strategy for Sport and Physical Recreation 2009-2019. Sport Matters includes 26 high level targets (Appendix I) across three areas, [Participation](#), [Performance](#) and [Places](#) which informs the direction of investment in sport until 2019.

This Business Plan also reflects our commitment to delivering on the Northern Ireland Programme for Government 2011-15, DCAL’s priorities and Sport Matters targets.

The 2014-15 Business Plan sets out an investment of €28.5m in the delivery, facilitation and support of a diverse range of quality sports, from grassroots events to high performance achievement.

**TABLE 1: SNI’S STRATEGIC PRIORITIES AND DEFINITIONS (Source: SNI CORPORATE PLAN 2012-15)**

STRATEGIC PRIORITIES <sup>1</sup>		DEFINITION
PRIMARY	1. ACTIVE PEOPLE	Increasing participation opportunities for people, especially among underrepresented groups is important in creating a culture of lifelong enjoyment and success in sport. We will continue to invest in policies, programmes and initiatives designed to encourage children and adults to become more active in their daily lives.
	2. SUCCESSFUL ATHLETES	We will invest in and support governing bodies, athletes and coaches to build a world class high performance system to enable Northern Ireland’s most talented athletes to prepare for and perform on the world stage, with a particular focus on Olympic, Paralympic and Commonwealth Games medals and success in other culturally significant sports.
	3. QUALITY FACILITIES	We will invest in new and improved sporting facilities which are safe, comfortable, accessible for all, sustainable and meet the specification and strategic needs of sport in Northern Ireland. We will also provide statutory and regulatory compliance advice and technical guidance on best practice facility design and safe operation.
	4. ENABLED PARTNERS	We will invest to improve our partners’ business systems to ensure that Northern Ireland’s sporting organisations are ‘fit for purpose’ and have the capacity and skills to develop sport.
SUPPORTING	5. A COMPETENT SPORTING WORKFORCE	Skilled and competent coaches are essential to create a culture of lifelong enjoyment and success in sport at all levels. We will continue to invest in and support the recruitment, training and development of coaches through a coaching strategy which is aligned to the UK and Irish coaching frameworks.
	6. A TRUSTED AND EFFECTIVE LEADER	We will invest in our people to continually improve our efficiency, innovation and impact. We will provide high-quality expertise for our partners in areas such as research, human resources, finance, information systems, planning and communications.

<sup>2</sup>: Sport Northern Ireland’s strategic priorities are numbered from 1-6. This numbering has been used as a reference for KPIs identified within Sport Northern Ireland’s internal Operational Plan 2014-15.

## ‘Sport United: Together Better’ is central to how we plan to invest our money.

Sport Northern Ireland’s Business Plan for 2014-15 is based on a total investment of **£28.5m**. This includes a projection of **£11.3m** in Exchequer resources (**£10m** revenue and **£1.3m** capital), **£17.2m** in National Lottery resources.

These funds will be prioritised on the basis of:

- Developing and delivering sport;
- Promoting equality and tackling poverty and social exclusion; and
- Ensuring the high level targets identified within Sport Matters are achieved.

Sport Northern Ireland will explore opportunities for generating additional income by proactively pursuing other funding opportunities for sport through the ‘Together: Building a United Community’ strategy and the European Union (EU) funding programmes 2014-20.

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 make a number of key strategic investments in the following programmes Active Communities, Active Clubs, PerformanceFocus and a new capital programme aimed at developing new and improved sports facilities to support player/athlete development. Sport Northern Ireland will increase its spend of lottery money through ongoing investment in new and emerging priorities, such as the Boxing Investment Programme.

Table 2 details Sport Northern Ireland’s investments by source of funding, award type (revenue/capital) and strategic priority.



**TABLE 2: SNI INVESTMENT BY SOURCE OF FUNDING AND STRATEGIC PRIORITY**

STRATEGIC PRIORITY	Exchequer (£)		Lottery (£)	Total (£)
	Revenue	Capital		
1. Active People	1,708,459	-	5,323,516	7,031,975
2. Successful Athletes	4,102,164	-	3,458,326	7,560,490
3. Quality Facilities	785,314	1,239,000	7,947,028	9,971,342
4. Enabled Partners	736,474	-	-	736,474
5. A Competent Sporting Workforce	1,080,883	-	-	1,080,883
6. A Trusted and Effective Leader	1,653,706	41,000	399,700	2,094,406
<b>Total</b>	<b>10,067,000</b>	<b>1,280,000</b>	<b>17,128,570</b>	<b>28,475,570</b>



During 2013-14 Sport Northern Ireland has made a real impact in terms of developing sport and physical activity and can report that it has exceeded many of its annual targets. The table below identifies key achievements in 2013-14 across Sport Northern Ireland's six strategic priority areas:

STRATEGIC PRIORITIES	KEY ACHIEVEMENTS 2013-14
<p>1. ACTIVE PEOPLE</p>	<ul style="list-style-type: none"> <li>A total of 107,517 people have participated in the <b>Active Communities</b> programme. 60,884 were females (57%), 15,538 were people with a disability (15%) and 13,193 were older people (12%).</li> <li>439 schools have engaged in the <b>Activ8 Programme</b> through the various Activ8 initiatives.</li> <li>Delivery of the <b>5 Star Disability Sports challenge</b> to 20 additional schools.</li> <li>Boxing equipment delivered to 94 boxing clubs throughout NI through the <b>Boxing Investment Programme</b>.</li> <li><b>166,766</b> users of the various <b>mountain bike trails</b>.</li> <li>149 schools funded under the <b>Active Schools Programme</b> aimed at increasing additional extra-curricular opportunities for children and young people to participate in sport and physical activity.</li> </ul>
<p>2. SUCCESSFUL ATHLETES</p>	<ul style="list-style-type: none"> <li>53 medals have been won by athletes funded through the <b>Athlete Investment Programme</b>.</li> <li>Launch of the new <b>PerformanceFocus Programme</b> aimed to improve athlete performance through advancing the development of a sustainable, world leading performance system.</li> <li>7 sports events funded under the <b>International Sports Events Programme</b> aimed at attracting and supporting sports events which will provide enhanced opportunities for NI athletes to gain vital experience of competition.</li> <li><b>40 volunteer days</b> undertaken by SNI funded world class athletes to inspire aspiring athletes across NI, particularly in areas of greatest need.</li> </ul>
<p>3. QUALITY FACILITIES</p>	<ul style="list-style-type: none"> <li>54 sports facilities funded under the <b>Sport Matters Community Capital Programme</b> with an investment of £3.5m.</li> <li>16,274 participants in the new <b>50m swimming pool</b>, 8,515 were females (52%), 195 were people with a disability (1%) and 2,829 were older people (17%).</li> <li>100% of all <b>Regional Stadia</b> requests were responded to within the required timeframe.</li> <li>40 boxing clubs awarded funding to develop new or improved facilities under the <b>Boxing Investment Programme</b>.</li> </ul>
<p>4. ENABLED PARTNERS</p>	<ul style="list-style-type: none"> <li>30 governing bodies attaining a least a satisfactory level of assurance following Sport NI's governance and management audit.</li> <li>137 <b>Clubmark NI</b> accredited clubs with over 274 clubs being supported towards achieving accreditation.</li> <li>11 organisations achieved a level of the UK-wide <b>Equality Standard for Sport</b>.</li> <li>Launch of the <b>Clubs Leaders Programme</b>.</li> </ul>
<p>5. A COMPETENT SPORTING WORKFORCE</p>	<ul style="list-style-type: none"> <li>21 PerformanceFocus sports are receiving support through the <b>Coaching Legacy Programme</b> to accelerate the education and development of a minimum of 201 coaches.</li> <li>97% of coaches and volunteers attending SNI <b>coaching workshops</b> rated them as "good" or "excellent".</li> <li>A total of 2,375 participants participated in coach development/leadership courses at <b>Tollymore National Outdoor Centre</b>.</li> </ul>
<p>6. A TRUSTED AND EFFECTIVE LEADER</p>	<ul style="list-style-type: none"> <li>SNI published <b>8 research projects</b> to assist in providing guidance and an evidence base for sport.</li> <li>SNI engaged with 5 governing bodies and 25 clubs, who at policy level have all signed a declaration giving their commitment to supporting awareness of <b>mental health</b>. The governing bodies are the IFA, IRFU, GAA, PGA and the IABA (Boxing).</li> </ul>



## STRATEGIC PRIORITY 1: ACTIVE PEOPLE

### Active Communities Schools Rugby Programme

The Schools Rugby Programme was developed and delivered in the Antrim area by Active Communities Rugby Coach Gary Clotworthy. The programme was designed to support the development and delivery of rugby throughout the Borough. Gary delivered six weeks of quality coaching in 20 local primary schools, providing opportunities for 220 young people to get involved in the programme, introducing the sport to many young people who had never taken part. The programme concluded with a Festival Event which brought all participants together, and was supported by Ulster Rugby who sent along first team players to present prizes to those taking part. Many participants went on to join Antrim Rugby Club, and the juvenile section within the club was strengthened and rejuvenated.



## STRATEGIC PRIORITY 2: SUCCESSFUL ATHLETES

### Paralympic Gold Medallist Jason Smyth

Not only did Jason achieve two gold medals in July 2013 at the IPC Athletics World Championships, on a visit to his former primary school, Eglinton PS in Derry, Jason was enrolled as the first ever "Sporting Ambassador". Jason is one of many elite athletes funded by Sport Northern Ireland's Athlete Investment Programme, who have achieved world, European, Olympic and Paralympic titles. Through the Sporting Ambassadors Programme, Sport Northern Ireland's funded athletes and athletes supported by the Sports Institute Northern Ireland (SINI), will be giving back to communities in areas of high social need by visiting schools and community groups to share their experiences, inspiring whole communities to take part in sport.





## STRATEGIC PRIORITY 3: QUALITY FACILITIES

### Hammer Complex

The community in the Shankill area of Belfast is getting more active, thanks to the completion of one sports complex in the Hammer area and the creation of another underway at nearby Springmartin. Both will contribute greatly to the health and wellbeing of their local area and provide a magnet for sporting activities managed by the community. A new full-size 3G pitch and floodlit facility at the Hammer Complex is now open for business and is expected to be widely used by schools, groups and individuals. Sport Northern Ireland contributed £245,000 towards the investment. One of the main programmes to be put in place by the community will be a Midnight Soccer Programme, a diversionary tactic which provides an alternative for young people who might otherwise get involved in anti-social behaviour.



## STRATEGIC PRIORITY 4: ENABLED PARTNERS

### Club Leaders Northern Ireland

Sports clubs across the province have the chance to develop better business skills thanks to Sport Northern Ireland's innovative new programme Club Leaders Northern Ireland. Volunteers and members from sports clubs will be able to develop skills in business and financial planning, marketing, governance, and facilities management in ways that suit them. Club Leaders Northern Ireland will help create a robust, economically sustainable and enterprising club network. The Club Leaders NI programme will be open to all sports clubs ; with over 40 seminars taking place annually across the province, 20 mentoring relationships developed, online learning with quick reference guides and financial templates available to everyone.



Sport Northern Ireland has undertaken a fundamental review using a zero based budgeting (ZBB) approach of how its resources are currently targeted at promoting equality and tackling poverty and social exclusion in NI, cognisant of our statutory obligations under Section 75 of the NI Act. Promoting equality and tackling poverty and social exclusion have always been essential in delivering sport in NI. Through ZBB we have been challenged to ensure we are maximising the resources we have to drive equality and inclusion which has given us an opportunity to reiterate the importance of this priority and its centrality to our work.

All of Sport Northern Ireland's planned investments within this Business Plan have been designed to deliver tangible sporting outcomes as well as meaningful social outcomes for those sections of society suffering socio-economic inequalities, and suffering greatest need and deprivation. Clearly there are aspects of Sport Northern Ireland's work which can deliver greater impact (e.g. Activ8, Active Communities, etc.) but we are ensuring that our work at the highest performance levels is benefitting communities in need of investment, as demonstrated in Table 3.

Sport Northern Ireland's activities will be focused around, increasing performance whether through the creation of and access to activities or through improved infrastructure. Our activities will also seek to enhance the performance of our athletes and improve access to services, knowledge and advice for all our stakeholders.

Sport Northern Ireland will maximise the contribution it makes to the wider government objective of tackling social exclusion. While some of our activities will not be directly driven by the social priorities, a range of interventions have been developed with the explicit aim of addressing our social obligations through the medium of sport.



**TABLE 3: KEY SNI PROGRAMMES AND ACTIONS FOR 2014-15**

STRATEGIC PRIORITY	PROGRAMME, DESCRIPTION & BUDGET	KEY ACTIONS
ACTIVE PEOPLE	<p><u>ACTIV8</u></p> <p>Aims to encourage children to participate in at least 60 minutes of physical activity every day and take 8 key steps to an active healthy lifestyle.</p> <p><b>£158,284</b></p>	<ul style="list-style-type: none"> <li>• Increase the number of schools registered at <a href="http://www.activ8ni.net">www.activ8ni.net</a> to 350, 70 of which are in areas of greatest need.</li> <li>• Deliver a strategy for school and community engagement on cycling arising from the Giro d'Italia Big Start 2014.</li> <li>• Promote and deliver the Activ8 '60x60: Be Part of a Team' initiative to increase levels of physical activity.</li> <li>• Promote and deliver Activ8 'Playmaker', 'Outdoor Playmaker' and 'Active Sport Leaders' teacher orientation workshops, providing an enhanced leadership pathway for children and young people.</li> </ul>
	<p><u>ACTIVE COMMUNITIES</u></p> <p>Aims to employ and deploy a network of full-time and part-time sports coaches and leaders to deliver activities within the community and club settings across NI.</p> <p><b>£3,209,298</b></p>	<ul style="list-style-type: none"> <li>• Fund and support 116 Active Communities Coaches delivering activities in school, club and community settings throughout NI, in partnership with local government structures.</li> <li>• Deliver opportunities to at least 100,000 people to participate in sport and physical recreation, including 50,000 females, and 13,500 people with a disability.</li> <li>• Deliver an annual grassroots coaching knowledge hub to publicly recognise, motivate and encourage the work of the Active Communities Coaches.</li> </ul>
	<p><u>ACTIVE CLUBS</u></p> <p>Aims to create, strengthen and sustain opportunities that support pathways to lifelong participation in sport and physical activity.</p> <p><b>£1,060,218</b></p>	<ul style="list-style-type: none"> <li>• Develop, launch and provide awards to partner organisations through the Active Clubs Investment Programme.</li> <li>• Establish and support a network of at least 18 Active Club Coordinators, creating opportunities for the training and capacity building of coaches and volunteers, especially in areas of greatest need and among underrepresented groups.</li> </ul>

**TABLE 3: KEY SNI PROGRAMMES AND ACTIONS FOR 2014-15 (CONTINUED)**

STRATEGIC PRIORITY	PROGRAMME, DESCRIPTION & BUDGET	KEY ACTIONS
<b>ACTIVE PEOPLE</b>	<p><u>OUTDOOR RECREATION</u></p> <p>Aims to increase participation in sport and physical activity by providing sustainable access to NI's rich and varied natural environment.</p> <p><b>£277,376</b></p>	<ul style="list-style-type: none"> <li>• Promote and support the delivery of the Outdoor Recreation Action Plan in partnership with the sector and other public bodies, as a means of targeting people that are underrepresented in outdoor recreation.</li> <li>• Support a network of 7 local outdoor recreation forums and establish a national forum to provide a means of communication and united voice for the sector.</li> <li>• Implement the recommendations from the 2013 strategic review of angling in partnership with DCAL, Inland Fisheries, Loughs Agency and NI Tourist Board.</li> <li>• Develop a toolkit for community path network and riverside trails development.</li> </ul>
	<p><u>AWARDS FOR SPORT</u></p> <p>Aims support grassroots sport by providing small grants to governing bodies, sports clubs and other community organisations for projects that can contribute to addressing the priority of promoting equality and tackling poverty and social exclusion.</p> <p><b>£1,053,999</b></p>	<ul style="list-style-type: none"> <li>• Develop, launch and provide awards to partner organisations through the Active Awards for Sport Programme. <ul style="list-style-type: none"> <li>○ Invest in at least 150 grassroots community sport projects throughout NI;</li> <li>○ Achieve at least 30,000 beneficiaries including 15,000 women/girls; and</li> <li>○ Ensure that at least 30% of all funded projects deliver benefits within areas of greatest need across NI.</li> </ul> </li> </ul>
	<p><u>DISABILITY MAINSTREAMING &amp; 5 STAR DISABILITY SPORTS CHALLENGE</u></p> <p>Aims to provide access and opportunities for people with intellectual and physical disabilities to participate in sport and physical activity.</p> <p><b>£485,447</b></p>	<ul style="list-style-type: none"> <li>• Continue to fund and support partners, Disability Sports NI (DSNI) to improve access to and participation in sport and physical activity amongst people with disabilities.</li> <li>• Promote and deliver the '5 Star Disability Sports Challenge' in at least 10 primary schools throughout NI, in partnership with DSNI.</li> <li>• Increase and support opportunities for people with an intellectual disability to participate in Special Olympics Ireland, through an agreed inter-departmental investment package.</li> </ul>

**TABLE 3: KEY SNI PROGRAMMES AND ACTIONS FOR 2014-15 (CONTINUED)**

STRATEGIC PRIORITY	PROGRAMME, DESCRIPTION & BUDGET	KEY ACTIONS
<b>SUCCESSFUL ATHLETES</b>	<p><u>ATHLETE INVESTMENT PROGRAMME</u></p> <p>Aims to support identified talented sports people to develop to their full potential, contributing to the achievement of medal targets and improved international placing's and rankings.</p> <p><b>£1,202,015</b></p>	<ul style="list-style-type: none"> <li>• Support and invest in 125 – 135 athletes, including teams, preparing for and competing in sporting events including approximately 30 podium level athletes and 100 podium potential athletes.</li> <li>• Support and invest in up to 33 athletes with living costs awards as they pursue success at the highest available level of their sport.</li> <li>• Promote and deliver the Sporting Ambassadors initiative where world class athletes will undertake volunteering days inspiring the next generation of athletes from communities across NI, particularly in areas of greatest need.</li> </ul>
	<p><u>SPORTS INSTITUTE NI</u></p> <p>Aims to provide tailored and dedicated support to NI's most talented athletes in order to improve performance.</p> <p><b>£2,307,336</b></p>	<ul style="list-style-type: none"> <li>• Deliver high performance services to 185-200 athletes, including teams, in up to 26 sports and including athletes competing at the Glasgow 2014 Commonwealth Games.</li> <li>• Successfully achieve 30-34 medals by athletes from NI aged 16 and over at Commonwealth, European and World levels.</li> </ul>
	<p><u>PERFORMANCEFOCUS</u></p> <p>Aims to improve athlete performance through advancing the development of a world leading performance system. Investment is focussed on improving the performance system across five interrelated areas.</p> <p><b>£3,458,326</b></p>	<ul style="list-style-type: none"> <li>• Support and deliver relevant measureable improvements in up to 34 governing bodies in the following interrelated performance system areas:             <ol style="list-style-type: none"> <li>1. Club Development;</li> <li>2. Coaching;</li> <li>3. Talent Identification and Development;</li> <li>4. High Performance Operations; and</li> <li>5. Governance and Culture.</li> </ol> </li> <li>• Support and deliver 23 talent identification projects in areas of greatest need.</li> </ul>



**TABLE 3: KEY SNI PROGRAMMES AND ACTIONS FOR 2014-15 (CONTINUED)**

STRATEGIC PRIORITY	PROGRAMME, DESCRIPTION & BUDGET	KEY ACTIONS
QUALITY FACILITIES	<p><u>NEW CAPITAL PROGRAMME</u></p> <p>Aims to address the under-provision of high performance sports facilities, partially address the identified shortfalls in community sports facility provision and to significantly increase community participation in sport and physical activity.</p> <p><b>£6,371,515</b></p>	<ul style="list-style-type: none"> <li>• Develop and launch a new capital programme aimed at increasing quality high performance and community sporting facilities across NI, particularly in areas of greatest need.</li> <li>• Undertake a gap and needs-based analysis of facilities across NI, working with local council clusters to gain consensus and buy-in on a regional facilities strategy for NI. This gap and needs based analysis will be used to inform the development of the new capital programme.</li> <li>• To work in support of capital projects through the development phases.</li> </ul>
	<p><u>SPORT MATTERS COMMUNITY CAPITAL</u></p> <p>Aims to support the outcomes of Sport Matters and increase participation in sport for those who have not previously been engaged in sport and physical activity.</p> <p><b>£1,752,632</b></p>	<ul style="list-style-type: none"> <li>• Complete the construction of projects identified and funded under the Sport Matters Community Capital Programme and other capital projects.</li> <li>• Work with DCAL to ensure effective and needs based investment in community capital projects, demonstrating good value for public money and impact on promoting equality, tackling poverty and social exclusion.</li> <li>• Work with Central Procurement Directorate to include social clauses, in line with the relevant procurement advice and processes.</li> </ul>
	<p><u>SAFETY AT SPORTS GROUNDS ADVISORY TEAM</u></p> <p>Aims to oversee and monitor the implementation of the Safety at Sports Grounds (Northern Ireland) Order 2006 and promote culture of safety at sporting venues and events.</p> <p><b>£271,682</b></p>	<ul style="list-style-type: none"> <li>• Undertake 50 visits to sports grounds across NI in support of safety certification by district councils.</li> <li>• Complete and disseminate three new guidance documents in support of the Safety at Sports Grounds (Northern Ireland) Order 2006.</li> <li>• Complete three additional chapters of a new Code of Practice for Motor Cycle Road Racing</li> <li>• Contribute to the safe delivery of the Giro d'Italia Big Start in Belfast May 2014.</li> </ul>
	<p><u>BOXING INVESTMENT PROGRAMME</u></p> <p>Aims to increase participation in amateur boxing through the provision of equipment and refurbished or new facilities.</p> <p><b>£1,575,514</b></p>	<ul style="list-style-type: none"> <li>• Deliver 30 improved community boxing facilities in areas of greatest need across NI.</li> <li>• Continue to develop the knowledge and skills understanding of boxing club officials in club management, particularly operating in areas of greatest need.</li> </ul>

**TABLE 3: KEY SNI PROGRAMMES AND ACTIONS FOR 2014-15 (CONTINUED)**

STRATEGIC PRIORITY	PROGRAMME, DESCRIPTION & BUDGET	KEY ACTIONS
ENABLED PARTNERS	<p><u>IMPROVING BUSINESS SYSTEMS</u></p> <p>Aims to ensure that partner organisations have the appropriate policies, procedures and plans in places that promote a safe, fair and ethical sporting environment.</p> <p><b>£386,159</b></p>	<ul style="list-style-type: none"> <li>• Develop and implement a 'Safeguarding in Sport Advisory Service' to the sector in collaboration with National Society for the Prevention of Cruelty to Children (NSPCC) Child Protection in Sport Unit.</li> <li>• Promote and deliver leadership training to at least 24 key decision makers in governing bodies of sport.</li> <li>• Promote and deliver 15 information-networking sessions to enable governing bodies to understand their governance responsibilities and put in place appropriate policies, procedures and ways of working.</li> <li>• Work with and support governing bodies and sporting organisations to achieve a level of the UK-wide Equality Standard for Sport, including a desire to promote good relations through sport.</li> </ul>
	<p><u>CLUB DEVELOPMENT</u></p> <p>Aims to develop high quality sports clubs through the delivery of Sport NI's Clubmark Accreditation Scheme and Club Leaders Development Programme.</p> <p><b>£299,972</b></p>	<ul style="list-style-type: none"> <li>• Promote and deliver business skills to 80 sports clubs through the Club Leaders Development Programme, 20 of which are located in areas of greatest need. This will lead to capacity development within engaged sports clubs and personal development of many club volunteers.</li> <li>• Promote and deliver 11 information and advice sessions based in areas of greatest need as a means of supporting local sports clubs to achieve Clubmark accreditation.</li> <li>• Continue to support 5 governing bodies to promote positive mental health and well-being through sport</li> </ul>

**TABLE 3: KEY SNI PROGRAMMES AND ACTIONS FOR 2014-15 (CONTINUED)**

STRATEGIC PRIORITY	PROGRAMME	ACTIONS
<b>A COMPETENT SPORTING WORKFORCE</b>	<p><u>COACHING DEVELOPMENT</u></p> <p>Aims to develop and deliver effective systems for the development of the coaching workforce within governing bodies and other partner organisations.</p> <p><b>£286,582</b></p>	<ul style="list-style-type: none"> <li>• Provide opportunities to obtain entry level coaching information and ongoing support for the development of community based coaches, particularly those operating in areas of greatest need.</li> <li>• Develop and support a total of 1200 coaches, 275 of which will be from areas of greatest need.</li> </ul>
	<p><u>TOLLYMORE NATIONAL OUTDOOR CENTRE</u></p> <p>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.</p> <p><b>£695,393</b></p>	<ul style="list-style-type: none"> <li>• Provision of specialised outdoor activity courses to up-skill and support the adventure activity sector.</li> <li>• Increase opportunities to participate in adventure sports</li> <li>• Implement a new business case for the future direction of Tollymore National Outdoor Centre to include the delivery of:             <ul style="list-style-type: none"> <li>▪ Skills development courses to 3,857 user days;</li> <li>▪ Coach development and leadership courses to 943 user days;</li> <li>▪ Multi-activity courses to 1,200 user days; and</li> <li>▪ Services in relation to 500 other user days.</li> </ul> </li> </ul>

# Additional Funding Opportunities

## Sport Northern Ireland Business Plan 2014-15

### ‘Sport United: Together Better’ seizing additional funding opportunities.

This Business Plan is based on a total indicative budget of £28.5m. These funds have been prioritised on the basis of delivering against high level targets within Sport Matters and the priority of promoting equality and tackling poverty and social exclusion.

Should additional funding of c. £23m be made available for 2014-15 and beyond, Sport Northern Ireland has identified a number of existing and/or new programmes which could be developed to further deliver meaningful sporting and social outcomes for those sections of society suffering from greatest disadvantage.

Table 4 provides information in relation to the new and/or existing programmes that could be delivered with additional funding over the period 2014-18.

**TABLE 4: SNI PROGRAMMES WHICH COULD BE DELIVERED WITH ADDITIONAL FUNDING**

PROGRAMME	KEY DELIVERABLES	ADDITIONAL 2014 - 2018
1. Active Schools (Existing)	To establish and embed a network of Active School Partnerships (ASPs) based on collegiate clusters of post-primary hubs, feeder primary/special schools and grassroots sports clubs, particularly in within areas of greatest need.	£4m
2. Active Inclusion (New)	To invest in 30 governing bodies to provide participation development officers focusing on participants from under represented groups and those living in areas of greatest need.	£2m
3. Women in Sport (Existing)	To invest in female sport to address key areas of workforce development, increased opportunities for participation, and the development of a co-ordinated and joined up approach from school to club and on to representative sport.	£1m
4. Disability Sports (Existing)	To invest in DSNI and Special Olympics Ulster to extend and enhance the opportunities for people with disabilities to be involved in sport.	£1m
5. Equality in Sport (Existing)	To assist funded governing bodies achieve a level of the UK Equality Standard for Sport.	£0.4m
6. Midnight Street Soccer (Existing)	To deliver a Midnight Street Soccer project that aims to provide an alternative to crime and anti-social behaviour in communities throughout NI.	£1m
7. Doorstep Sport (New)	To create a network of Doorstep Sports Clubs focussed on the most disadvantaged communities in NI. Doorstep Sports Clubs will provide both competitive and non-competitive opportunities for young people aged 14 to 25 years to participate in sport and physical recreation in an informal environment.	£2m
8. Active Travel (New)	To create and secure a lasting health and social inclusion legacy for people in areas of greatest need from the Giro d'Italia Big Start 2014 and in line with the targets of the Outdoor Recreation Action Plan.	£1m
9. Leadership and Coaching. (Existing)	To build capacity of key decision makers within the voluntary sports sector in NI and create a skilled, active workforce of community coaches and young leaders to deliver sport and physical activity within areas of greatest need.	£1m
10. Sports Facilities (Existing)	To enhance the funding capacity in Lottery funded capital programmes to achieve both high performance and community sport and outdoor recreation outcomes. These facilities and their programmes will support the initiatives outlined above.	£4m
11. Boxing Investment Programme (Existing)	To meet the identified need for need and refurbished boxing facilities in areas of greatest need to increase participation in the sport, particularly from females.	£6m

Many of the targets within Sport Matters will contribute to a sporting legacy from the London 2012 Olympic and Paralympic Games, World Police and Fire Games 2013 and Glasgow 2014 Commonwealth Games and in particular relate to a range of topics including **Participation** (PA7 – 11); **Performance** sport systems (PE12 – 20); and **Places** for sport (PL21 – 26).

It is anticipated that more people will participate in sport in NI as a result of legacy interventions linked to these games. In particular, focused investment programmes will help introduce individuals and communities, who have been historically been under represented, to new, improved and sustained sporting opportunities.

Table 5 sets out some examples of Sport Northern Ireland’s existing and new investments that will contribute to realising a lasting sporting legacy.

**TABLE 5: SNI’S CONTRIBUTION TO CREATING A LASTING SPORTING LEGACY**

LEGACY OUTCOME	KEY INVESTMENTS
Effective performance sport systems where athletes are supported to reach the highest levels in their sport	<ul style="list-style-type: none"> <li>• Athlete Investment Programme</li> <li>• Sports Institute Northern Ireland</li> <li>• PerformanceFocus</li> <li>• Club Leaders Programme</li> </ul>
An increase in participation, especially among underrepresented groups, particularly those from areas of greatest need	<ul style="list-style-type: none"> <li>• Active Communities</li> <li>• Disability Mainstreaming</li> <li>• 5 Star Disability Sports Challenge</li> <li>• Boxing Investment Programme</li> <li>• Tollymore National Outdoor Centre</li> <li>• Awards For Sport</li> <li>• Active Clubs</li> <li>• Activ8</li> <li>• Outdoor Recreation</li> </ul>
Facility provision and access	<ul style="list-style-type: none"> <li>• 50m Pool</li> <li>• Sport Matters Community Capital</li> <li>• Boxing Investment Programme</li> <li>• New Capital Programme</li> <li>• Local Sports Facilities Strategies</li> </ul>
A competent sporting workforce	<ul style="list-style-type: none"> <li>• Coaching Legacy Programme</li> <li>• Sport Northern Ireland Coach Education Programme</li> <li>• Practitioner Development Programme</li> <li>• Tollymore National Outdoor Centre</li> <li>• Governing Body Leadership Programme</li> </ul>



# How We Will Measure Progress

## Sport Northern Ireland Business Plan 2014-15

### ‘Sport United: Together Better’ is integral to how we will measure progress.

In order to facilitate corporate level reporting on all of Sport Northern Ireland’s activities, corporate Key Performance Indicators (blue) for each strategic priority, the baseline from the previous period and targets for 2014-15 have been agreed and are detailed in Table 6.

This table also highlights specific programme KPIs (cream) that relate to promoting equality and tackling poverty and social exclusion. These specific KPIs have been selected for inclusion within DCAL’s Business Plan 2014-15.

The Sport Northern Ireland Board robustly monitors the performance of the Sport Northern Ireland Executive Team at its Audit and Risk Management Committee and Board meetings.

Sport Northern Ireland’s Board is accountable to DCAL for the overall governance and accountability of the organisation. This is re-enforced by the Chief Executive who reports quarterly to DCAL at scheduled Governance and Accountability meetings to ensure compliance with its Management Statement and Financial Memorandum.

**TABLE 6: OVERVIEW OF SNI’S PERFORMANCE MANAGEMENT FRAMEWORK**

STRATEGIC PRIORITY	CORPORATE / PROGRAMME KEY PERFORMANCE INDICATORS	2013-14 BASELINE	2014-15 TARGET
<b>1. ACTIVE PEOPLE</b>	1. The number of people participating in sport and physical activity in the last 12 months <sup>2</sup> .	419,702	300,000
	1a. The number of people participating in the Active Communities Programme.	107,517	100,000
	1b. The percentage of schools participating in the Activ8 participation initiative in areas of greatest need.	17%	20%
	1c. The number of grassroots community sport projects supported through Sport Northern Ireland’s Active Awards for Sport programme.	New KPI	150
	1d. The number of primary schools Hosting the ‘5 Star Challenge’ in partnership with DSNI.	New KPI	10
<b>2. SUCCESSFUL ATHLETES</b>	2. The number of medals won by Sport Northern Ireland funded athletes aged 16 and over in Commonwealth, European, World and Olympic/ Paralympic level in the last 12 months.	53	30-34
	2a. The number of volunteer days undertaken by Sport Northern Ireland funded world class athletes to inspire aspiring athletes across the NI, particularly in areas of greatest need.	40	60
<b>3. QUALITY FACILITIES</b>	3. The number of new and improved sports facilities developed in the last 12 months across Northern Ireland to address the facilities deficit identified within ‘Bridging the Gap’ – the Active Places Research Report, 2009.	54	10
	3a. The number of new or improved club-community boxing facilities developed to support increased participation in sport and physical activity, especially in areas of greatest need and among under represented groups.	New KPI	30
<b>4. ENABLED PARTNERS</b>	4. The number of funded governing bodies attaining at least a satisfactory level of assurance following a Sport Northern Ireland governance and management audit.	30	33
<b>5. A COMPETENT SPORTING WORKFORCE</b>	5. The number of funded governing bodies <sup>3</sup> and other organisations implementing effective systems for the development of coaching.	20	23
	5a. The number of people from areas of greatest need attending Sport Northern Ireland’s Coach Education Workshops in the last 12 months.	250	275
<b>6. A TRUSTED AND EFFECTIVE LEADER</b>	6. The total consumption by Sport Northern Ireland on the Exchequer and Lottery annual accounts.  22	£16.2	£28.4m – £28.6m

3: The numbers reflect a cumulative total of all reported participant engagements in sport and physical recreation as a result of all Sport Northern Ireland funded projects within the Monitoring Framework.

4: Governing bodies may include branches of an all-Ireland or UK governing body. Refer to [www.sportni.net](http://www.sportni.net) for a list of all recognised governing bodies and their respective affiliation.

### Process

Sport Northern Ireland will invest in the shared outcomes of key partners' plans. In particular, we will work with governing bodies to develop and deliver their plans and with district councils and education, community and voluntary organisations as they plan for the development of sport and physical recreation.

In addition, Sport Northern Ireland will work to ensure that delivery partners take cognisance of the priority to promote equality and tackle poverty and social exclusion in delivering sport and physical recreation at a local level.

Our approach is enhanced by staff with specific experience in capital development and building capacity in organisations (particularly in terms of governance and administration), many of which are based in areas of greatest need. This ensures that funding is invested efficiently and effectively in partner organisations that have Sport Northern Ireland's priorities.

Sport Northern Ireland will invest Exchequer and Lottery funds in the shared outcomes of key partners' plans. In particular, we will work with governing bodies on a North-South (all-Ireland) and East-West (UK) basis in developing and delivering their plans.

### Values

Sport Northern Ireland promotes the message that sport and physical recreation is for everyone, regardless of age, gender, race, disability, marital status, sexual orientation, dependency, religion/belief, or community background.

We are moving forward by contributing to the creation of a shared future for everyone in Northern Ireland. Sport Northern Ireland has an ethical framework consisting of the following values that guide our actions.

- Equity;
- Honesty;
- Integrity;
- Respect; and
- Sustainability.

### Accountability

Sport Northern Ireland is committed to being a responsible leader and ensuring that the highest standards of governance are maintained by virtue of the management, oversight and monitoring and evaluation arrangements put in place.

Sport Northern Ireland conducts its business in accordance with the law and proper standards, ensuring that public money is safeguarded, properly accounted for, and used strategically, economically, efficiently and effectively.

In discharging this overall responsibility, Sport Northern Ireland is also responsible for ensuring that there is a robust framework of governance designed to manage risk and instil a sound system of internal control. The Governance Framework comprises the systems and structures within which Sport Northern Ireland exercises effective planning and stewardship to deliver on its strategic priorities. It enables Sport Northern Ireland to maximise the services it provides to achieve better outcomes for NI.

Sport Matters: The Northern Ireland Strategy for Sport and Physical Recreation 2009-2019 identifies 26 high level targets against which the success of the Strategy will be measured. No single organisation can deliver the vision and targets of Sport Matters. A genuine partnership approach to implementation is essential and Sport Northern Ireland will continue to work with a range of partners to achieve the targets in the Strategy.

## Participation

- PA1** **ACHIEVED** - 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. *SNI finalised Northern Ireland's Sport and Physical Activity Survey 2010 (SAPAS), the large-scale adult participation survey which will provide baseline data for many of the targets identified within Sport Matters.*
- PA2** **ACHIEVED** - By 2010, to have reviewed economic impact of sport and physical recreation in Northern Ireland. *SNI finalised, launched and published the Economic Importance of Sport in Northern Ireland. The report is available online at [www.sportni.net](http://www.sportni.net).*
- PA3** **AMBER** By 2011, to have established a baseline for the number of children of compulsory school age participating in a minimum of two hours quality physical education. *SNI will continue to working with DE and DCAL to finalise research that will establish the baseline position for the above target.*
- PA4** **GREEN** By 2013, to have stopped the decline in adult participation in sport and physical recreation.
- PA5** **GREEN** By 2014, to have increased the number of people in Northern Ireland in membership of at least one sports club.
- PA6** **AMBER** By 2014, to provide every child in Northern Ireland over the age of eight years with the opportunity to participate in at least two hours per week of extracurricular sport and physical recreation. *SNI will continue to working with DCAL and DE to identify key steps for achieving this target.*
- PA7** **GREEN** 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** **GREEN** 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** **GREEN** By 2019, to deliver at least a six percentage point increase in participation rates in sport and physical recreation among socio-economically disadvantaged groups (from the 2011 baseline).
- PA10** **AMBER** 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). *SNI is currently in the process of repeating SAPAS. This will be used to monitor progress against this target.*
- PA11** **GREEN** 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).

## Performance

- PE12** **ACHIEVED** - By 2010, to have a fully operational Sports Institute that supports 100 athletes per annum to achieve 70% of their agreed annual performance targets. Five service areas including Sports Medicine; Sports Science; Strength and Conditioning; Performance Planning; and Performance Skills are currently operational at the Sports Institute Northern Ireland delivering services to 197 athletes.
- PE13** **ACHIEVED** - By 2010, to win at least five medals at the Delhi Commonwealth Games. Ten medals (including 3 gold, 3 silver and 4 bronze medals) were won in Delhi 2010 in boxing (5), cycling (2), shooting (2) and bowls (1).
- PE14** **AMBER** By 2011, to ensure that all Sport Northern Ireland funded governing bodies and sporting organisations are 'fit for purpose' organisations. This target was reviewed by the Performance Sport Matters Implementation Group (SMIG) and it was subsequently agreed by the Sport Matters Monitoring Group (SMMG) to extend the timeframe for achieving this target to 2015.
- PE15** **GREEN** By 2014, to win at least five medals at the Glasgow 2014 Commonwealth Games.
- PE16** **GREEN** By 2019, to have implemented nationally recognised coach accreditation systems for all Sport Northern Ireland funded governing bodies.
- PE17** **GREEN** 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** **GREEN** By 2019, to have accredited at least 700 appropriately qualified, full-time coaches available to meet demand across all aspects of sport and physical recreation.
- PE19** **GREEN** By 2019, to have 45,000 appropriately qualified, part-time and volunteer coaches available to meet demand across all aspects of sport and physical recreation.
- PE20** **GREEN** 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.

### Places

- PL21** **ACHIEVED** - 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. The Safety of Sports Grounds (NI) Order was introduced in February 2006. Thirty sports grounds were designated in December 2009. Twenty-nine safety certificates have been issued to date by District Councils, with only Clan Na Gael, Lurgan outstanding. SNI is overseeing the implementation of legislation and reporting to DCAL.
- PL22** **AMBER** 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<sup>4</sup>.
- PL23** **ACHIEVED** - 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. Since 2009, Sport Northern Ireland has invested in more than ten capital projects that contribute towards this target in that they support NI athlete development in Olympic and Paralympic sports.
- PL24** **GREEN** 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** **GREEN** By 2019, to ensure that 90% of the population have quality accredited, multi-sports facilities that have the capacity to meet demand, within 20 minutes travel time.
- PL26** **GREEN** 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".



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

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