



sport matters

**ACTION PLAN FOR
IMPLEMENTATION
2015-2019**

FINAL DRAFT

**APPROVED BY
SPORT MATTERS MONITORING GROUP
2 DECEMBER 2015**

1. Introduction

- 1.1 In 2009 the Department for Culture, Arts and Leisure (DCAL) published 'Sport Matters: The Northern Ireland Strategy for Sport and Physical Recreation 2009-2019', a 10 year Strategy for Sport with a Vision that reflects the Government's policy and priorities for sport and with which stakeholders could identify.
- 1.2 That Vision is:
 "...a culture of lifelong enjoyment and success in sport..."
- 1.3 To underpin this vision, 'Sport Matters' identified 26 high level targets, set the key strategic priorities and key steps to success for sport and physical recreation from 2009 to 2019. These targets would be the key driver to inform future investment by all stakeholders across the public, private and community/voluntary sectors. Importantly it defined what success would look like over the ten year period.

2. Mid-Term Review

- 2.1 The Strategy reached its mid-term point of the 10 year implementation period in 2014. DCAL considered it was timely to conduct a review of the policy, its implementation and effectiveness going forward.
- 2.2 The mid-term review proposed a number of recommendations which included revisions to some of the targets in terms of relevance and measurability, page 3 refers. The high level targets are structured to reflect the current and anticipated needs of sport and physical recreation as expressed through consultation.

3. Action Planning Process

- 3.1 The success of Sport Matters and the achievement of the high levels targets are dependent on the delivery of the key steps. Following the first meeting of the Sport Matters Implementation Groups (SMIGs) in January 2011, Members were asked to detail the key steps/actions that their organisation/ sector they represent could undertake to contribute towards the achievement of each target. This document represented the first [Action Plan](#) covering the period 2011-15.
- 3.2 This second Action Plan highlights the key steps/actions proposed by Members of the SMIGs against the high-level targets, some of which have been revised, identified in the Strategy over the period 2015-2019.
- 3.3 Annexes 1-3 present a summarised overview of Members proposed actions against each of the high level targets (summarised by the three themes of Participation, Performance and Places), using the following framework:
- Action/ Key Step proposed;
 - Key partners for delivery; and
 - Timeframe.
- 3.4 The over-arching Action Plan has been collated by Sport Northern Ireland on the basis of information that was submitted by each Member organisation represented on the SMIGs and Sport Northern Ireland's knowledge and understanding of the roles, responsibilities and activities of other related organisations.

4. Current Position

4.1 The table below reports by exception revisions made to the original targets following the Mid-Term Review.

REF	ORIGINAL TARGET (2009-15)	MID-TERM REVIEW REVISED TARGET (2015-19)
PA3	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 per week	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.
PA5	By 2014 to have increased the number of people in Northern Ireland in membership of at least one sports club	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	By 2014 to provide every child in Northern Ireland over the age of 8 years with the opportunity to participate in at least two hours per week of extra-curricular sport and physical recreation	<i>(Target combined with PA3 therefore PA6 no longer exists)</i>
PA9	By 2019 to deliver at least a 6 percentage points increase in participation rates in sport and physical recreation among socio-economically disadvantaged groups (from the 2011 baseline)	By 2019 to deliver at least a 6 percentage points increase in participation rates in sport and physical recreation among adults living in the 20% most deprived areas.
PE12	By 2010 to have a fully operational Sports Institute that supports 100 athletes per annum to achieve 70% of their agreed annual performance targets	By 2010 to have a fully operational Sports Institute that supports 100 athletes per annum to achieve improved high performance sport outcomes.
PE18	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	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	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	PE19a - By 2016 to have 15-20 athletes qualify for the Rio Olympic and Paralympic Games. PE19b - By 2018 to win at least XX medals at the Commonwealth games <i>(Note: unable to confirm medal target at this stage)</i>
PL25	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	By 2019, at least 90% of households should have access to quality multi-sports facilities within 10 miles travel time for rural facilities and 3 miles for urban facilities. <i>(Note: target to be confirmed)</i>

Glossary

ANI	Age NI
BCSDN	Belfast Community Sports Development Network
CCEA	Council for the Curriculum, Examinations and Assessment
CLOA	Chief Leisure Officers' Association
DARD	Department of Agriculture and Rural Development
DCAL	Department of Culture, Arts and Leisure (Department of Communities post April 2016)
DCs	District Councils
DE	Department of Education
DEL	Department for Employment and Learning
DFP	Department of Finance and Personnel
DHSSPS	Department of Health, Social Service and Public Safety
DOE	Department of the Environment
DPP	District Policing Partnerships
DSNI	Disability Sports Northern Ireland
DTI	Department for Trade and Investment
DRD	Department for Regional Development
ESA	Education and Skills Authority
ETI	Education and Training Inspectorate
FE/HE	Further education/Higher education
GLL	Greenwich Leisure Ltd
H&SC Trust	Health and Social Care Trusts
IFA	Irish Football Association
NICGC	Northern Ireland Commonwealth Games Council
NICVA	Northern Ireland Council for Voluntary Action
NIEA	Northern Ireland Environment Agency
NISF	Northern Ireland Sports Forum
OCI	Olympic Council of Ireland
OCN	Open College Network
OFMDFM	Office of the First Minister and Deputy First Minister
OFQUAL	Office of Qualifications and Examinations Regulation
PB	PlayBoard
PCI	Paralympic Council of Ireland
PHA	Public Health Agency
QUB	Queens University Belfast
RDP	Rural Development Programme
RNIB	Royal National Institute of Blind People
RYA NI	Royal Yachting Association (Northern Ireland)
SA	SkillsActive
ScUK	Sportscoach UK
SMIG	Sport Matters Implementation Group
SMMG	Sport Matters Monitoring Group
SNI	Sport Northern Ireland
SOLACE	Society of Local Authority Chief Executives
UBIRFU	Ulster Branch of the Irish Rugby Football Union
UCGAA	Ulster Council of the Gaelic Athletic Association
UKCRC	UK Clinical Research Collaboration
UKS	UK Sport
UU	Ulster University
WADA	World Anti-doping Agency

Target Number:	PA1
Target Details:	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.
Target Deadline:	TARGET ACHIEVED

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Ulster Council Gaelic Athletic Association (UCGAA)	UCGAA will continue to undertake research into participation with key measurements being taken across programmes in terms of programme impact and transfer between delivery in education and into community sport.	SNI, DE, ESA.	2015-2019
Sport Northern Ireland (SNI)	SNI will continue to work closely with a range of partners to secure appropriate levels funding and support to repeat the Northern Ireland Sport and Physical Activity Survey carried out in 2010.	DHSSPS, DCAL, PHA, UU, QUB.	2017-2019
Student Sport Ireland (SSI)	<p>SSI will ensure that member institutions complete a voluntary sports audit. Data collected will focus on university demographics, sports staff, facilities, community partnerships and participation campaigns. Collating information to be sent in a report to member institutions and key partners to help encourage sustainable participation in sport at University.</p> <p>The survey will produce the following key outcomes in the final report. (The relevant questions from the survey are identified in brackets).</p> <ol style="list-style-type: none"> i. The overall levels of participation in physical activity. ii. The level of participation through the university or college including the type, frequency, duration and standard of that participation. iii. The effect of college on the transition into (Qs S1.48, 49, S2.59. S2. 60) and out (S3.62 – 65) of sport and physical activity. iv. Satisfaction with the level of provision of sport and physical activity by the university or college. (S1.47) 	SNI, Sport Ireland.	2015-2017

	v. Social aspects of sport and physical activity participation in university or college: e.g. Levels of Volunteering (36, 37) Club Membership, participation with friends, etc.		
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Target Number:	PA2
Target Details:	By 2010 to have reviewed the economic impact of sport and physical recreation in Northern Ireland.
Target Deadline:	TARGET ACHIEVED

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Ulster Council Gaelic Athletic Association (UCGAA)	UCGAA will run multiple events from workshops, conferences, children and youth blitzes and competitions as well as our major Ulster Hurling, Football and Ladies Football championships. The throughput at all of these events increases significantly to the local economy, to local government (booking facilities), and to community groups (facilities and services such as catering). Programme money will be reinvested into the system. In addition the employment of staff and the retention of young well qualified people, within our system and our economy highlight the economic impact that the UCGAA has in the Province.	DC's (11).	2015-2019
SkillsActive (SA)	SA will continue to raise the economic profile of the Active Leisure, Learning & Wellbeing sectors with the following actions: <ol style="list-style-type: none"> 1. Contribution to the State of the Nation (UKCES) reports; 2. Input to the Department for Employment and Learning Statistical Research Reports; and 3. Sector profile raising via media communications such as the Sport Tech article in AgendaNI. 	SNI, DC's (11), sport and leisure sector.	2015-2019
Chief Leisure Officers Association (CLOA)	<i>District Councils</i> will support major sporting events such as the International Road Race, and where possible, work to ensure that a new financial assistance protocol is available to event organisers to bid for and secure local/regional sporting events.	SNI, Governing bodies of sport.	2015-2019

Target Number:	PA3
Target Details:	<p>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.</p> <p>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.</p> <p>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.</p>
Target Deadline:	2013 (Medium Term)

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Sport Northern Ireland (SNI)	<p>SNI will continue to work collaboratively with other partners involved in the development and delivery of physical education through any future Active School's initiative (PA3a).</p> <p>SNI will develop and launch a new community participation initiative that increases quality opportunities for targeted groups to start and sustain participation in sport and work with a range of partners to deliver interventions aimed at improving access to and participation in sport among targeted groups, and building good relations through sport (PA3b & PA3c).</p>	<p>DE, ESA, Belfast City Council.</p> <p>DC's (11), Governing bodies of sport, community & voluntary groups, sports clubs, and Post-primary & further/higher education sectors.</p>	2015-2020
Department of Education (DE)	DE will undertake a qualitative survey of post primary physical education (PE) provision in Northern Ireland. This will be subject to a request for support from the DE's commissioning panel during 2015.	ETI	2015-2017
Ulster Council Gaelic Athletic Association (UCGAA)	UCGAA will contribute to this target by delivering the following key actions:	DE, community and voluntary groups, and schools.	2015-2017

	<ol style="list-style-type: none"> 1. Implementation of its post primary schools coaching programme. Handball, Hurling and Football Coaches support games development within this sector through weekly interventions in targeted schools for a fixed term before moving to other schools (PA3a); 2. Provision of support for after schools programmes on targeted schools working within their resources. The programme targets young people who are not on the schools team through the super touch programme (PA3b); 3. Continue to deliver effective coaching within integrated schools that will culminate in a competition (PA3b). 4. Continue to work with and support four schools to come together, train and then take part in the Cuchullian Cup against combined schools that represent other large towns (PA3b); 5. Continue to promote and support its school/club links programme with a view to making post primary school children aware of where their local club is and how to get in touch with them. (PA3c) 		
<p>PlayBoard (PB)</p>	<p>In supporting the realisation of the target areas, PB will work with a range of key stakeholders from across the educational and community sectors in order to increase opportunities for children to engage in physical play-based activities within the school estate and on a wider community basis (PA3b and PA3c).</p> <p>Underpinning PB's actions will be the Northern Ireland Executive's Play and Leisure Policy, 'Delivering Social Change Signature Project 7' which focuses exclusively on play and leisure and PB's 'Let us Play' campaign. Key actions that will contribute to the achievement of this target include:</p> <ol style="list-style-type: none"> 1. Development and Piloting of a programme aimed at Post Primary age pupils using PlayBoard's Positive Playgrounds programme as a model to support the transition from primary to secondary school; 2. Building on Positive Playgrounds in Primary Schools, PlayBoard will roll-out its 'Pathway to Excellence Quality Assurance for Outdoor Play' Programme. The programme will support schools to develop quality policies, procedures and 	<p>DE, DCs (11), community and voluntary groups.</p>	<p>2015-2019</p>

	<p>working practices that encourage and support children to participate in active play within the environs of the school;</p> <ol style="list-style-type: none"> 3. Delivery of focused playwork training and support for community based active play sessions with 6 community groups under the Active Belfast Award; 4. Focused work with councils aimed at supporting: <ul style="list-style-type: none"> o The realisation of the Executive’s play and leisure policy; o Roll-out of PlayBoard’s Playability Audit toolkit aimed at assessing the play value of current play provision and making recommendations for enhancing future play value; o Support for the development of overarching council play policies which recognise and support the need for enhanced play opportunities within communities (including street play, free play approaches); o Delivery of enhanced opportunities for physical play within communities through play-based programmes of activity; and o The Promotion of free play approaches across councils as part of National PlayDay with a view to increasing awareness of physical play. 		
<p>SkillsActive (SA)</p>	<p>SA is a joint facilitator of the Playwork Education & Training Council which aims to ensure a skilled, qualified and developing play workforce who provides high quality, accessible play opportunities for children and young people. Key actions that will contribute to the achievement of this target include:</p> <ol style="list-style-type: none"> 1. Influencing DHSSPS policy to ensure Playworkers and Playwork qualifications at same level as Early Years professionals and childcare qualifications in the new Childcare Minimum Standards Guidelines; 2. Support other sectors and the public in their understanding of the value of play and playwork; 3. Developed and promoted a suite of sustainable qualifications to FE and private training providers; 4. Encourage the delivery and uptake of high quality accessible training, education and professional development opportunities through subsidised training; 	<p>Entire sport, leisure and play sectors.</p>	<p>2015-2019</p>

	<ol style="list-style-type: none"> 5. Creation of activators and Children's Activity providers; 6. Development of CPD units to enhance skills of those working with children; and 7. Introduced the CAPRE Register, a general non sport specific register for Children's 'Activity' 		
Ulster Branch Irish Rugby Football Union (UBIRFU)	UBIRFU will continue implement its Club Community Rugby Officer (CCROs) Scheme which sees development officers placed in 'non-traditional rugby playing schools' to introduce the game to males and females. These CCROs are responsible for creating a link between schools and clubs and creating a sustainable playing pathway (PA3a, PA3b & PA3c)	Local rugby clubs.	2015-2019 (Annually)
Chief Leisure Officers Association (CLOA)	<p><i>Armagh, Craigavon and Banbridge Council</i> will contribute to these targets by delivering on the following key actions:</p> <ol style="list-style-type: none"> 1. Encouraging schools to access council facilities for curriculum based activities and programmes (PA3a); 2. Continuing to work in partnership with schools to develop links with the Active Communities programme (PA3b); 3. Promote development coaching/volunteer opportunities in line with the curriculum (PA3a); 4. Continue to run linkage programmes, such as the Squash, Netball, Tennis, Hockey, Dance, Football, Athletics and Couch to 5k (PA3b); 5. Promoting well established sports local clubs session, events and programmes such as football festival, parkrun, swimming, lessons, camps and beat programme; and 6. Coach/volunteer development through coach education and volunteering opportunities; and (PA3c) 7. Continue to support and encourage facility sharing and capital development partnerships close to or accessible to school populations (PA3c). <p><i>Belfast Council</i> will contribute to these targets by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Provision of opportunities for swims including school usage, 	<p>SNI, DE, ESA, Governing bodies of sport, local schools, sports clubs, community and voluntary groups.</p> <p>SNI, Active Belfast Ltd, Greenwich Leisure Ltd.</p>	2015 - 2019

	<p>club usage and learn to swim courses (PA3a);</p> <ol style="list-style-type: none"> 2. Delivery of a sports programme for school aged children to offer (1) school swimming to enable every child in the city to be able to swim 25 metres by the time of leaving primary school; and (2) programmes, schemes and competitions that can be undertaken at facilities managed by the Leisure Development Unit (PA3a); 3. Delivery of school and club cross country competitions and school sports 'Try it' programmes. (PA3a); 4. Development of after-schools provision to include school clubs either directly or in partnerships with sports clubs. This provision will include qualified coaches who can improve the skills of participants in sports (PA3b); 5. Use sport as a diversionary activity by engaging young people at risk of participating in crime and anti-social behaviour (PA3c); 6. Development of an Annual Business Plan which will outline plans to provide Sports Development Programmes; 7. Continuing to create pathways between post primary schools and local sports clubs specifically targeting females and those with disabilities across the city (PA3c); 8. Continuing to engage post primary pupils in various sports within the school environment which will be in addition to their normal PE sessions(PA3c); and 9. Introduction of a variety of dance, physical recreation and sports not usually offered within the school curriculum will be at the forefront of all programmes targeting young people in the city (PA3c). <p><i>Armagh, Craigavon & Banbridge (ABC) Council</i> has in post 9 full-time equivalent multi-sports coaches / physical activity leaders through the SNI Active Communities programme for the reporting period 1st October 2012 – March 2016 who deliver a wide range of physical activity sessions during and after school. <i>ABC Council</i> will also contribute to these targets by delivering on the following key actions:</p>	<p>OFMDFM, DCAL, DSD, SNI, governing bodies of sport, local schools, sports clubs, community and voluntary groups</p>	
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	<ol style="list-style-type: none"> 1. Provision of 55,000 (plus) school swimming opportunities per year (PA3a); 2. Development and implementation of the ABC Play Strategy and Sports Development Strategy (PA3c); 3. Provision of opportunities for children and young people to participate in structured sport and physical activity (PA3c); 4. Ensuring that sports facilities are also adapted in line with governing body recommendations to ensure that participation is enjoyed by all (PA3c); 5. Implementation of its comprehensive diversionary programme aimed at youth at risk including Midnight Street Soccer, Junior Street Soccer, DV8 Youth Development Sports Project (PA3c); 6. Continue to work in partnership with other key agencies to engage with those young people least likely to participate in sport and physical activity including the All Starts Disability Summer Scheme and the physical activity element of the Family Health Initiative (PA3c). <p><i>Derry and Strabane Council</i> will contribute to these targets by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Continuous delivery of coach/club development initiatives on an annual basis; 2. Promotion of leisure based programming that is focused on post primary participation; and 3. Ongoing implementation of the Active Communities monitoring and evaluation framework on an annual basis to assist SNI in establishing baseline participation levels (PA3a, PA3b & PA3c). 	<p>SNI, Governing bodies of sport, local schools, sports clubs, community and voluntary groups.</p>	
<p>Northern Ireland Sports Forum (NISF)</p>	<p>NISF will contribute to these targets by improving awareness and understanding of Sports Matters and to work with governing bodies to ensure their work is aligned to the high level targets and key steps within the Strategy (PA3a, PA3b & PA3c).</p>	<p>SNI, Governing bodies of sport.</p>	<p>2015-2019</p>
<p>Sport Ireland (SI)</p>	<p>SI will undertake a study of participation in physical education, physical activity and sport among children and youth (aged 10 – 19) in the Republic of Ireland. The study will be undertaken in 2016-</p>	<p>SNI, NISF, Governing bodies of sport.</p>	<p>2016-2018</p>

		2017 and will be a follow up to the 2009/2010 Children's Sport Participation and Physical Activity (CSPPA) study. It is anticipated that the methodological approach and key findings from the research would be of interest and use to all Members involved in the implementation of Sport Matters.		
Northern Ireland Commonwealth Games Council (NICGC)	Ireland Games	NICGC, as part of a Commonwealth Games Federation development plan, will engage with district councils, governing bodies, clubs and schools in the promotion of Commonwealth Games recognised sports. This introduction of a broader range of sporting activity to children, as part of a clearly signposted pathway, is aimed at increasing participation amongst junior clubs.	DC's (11), Governing bodies of sport, schools, clubs.	2016-2019
Irish Football Association (IFA)		The IFA's key action to inform this target is 'Play football in more schools' by: <ol style="list-style-type: none"> 1. Developing and publishing a comprehensive boys' and schools football plans; and 2. Developing a Football For All educational resource 3. Enhance and revamp summer camps & festivals 	DE, NISFA, NIBFA, schools, youth groups, community groups, PSNI	2015-2019

Target Number:	PA4
Target Details:	By 2013, to have stopped the decline in adult participation in sport and physical recreation.
Target Deadline:	TARGET ACHIEVED

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Ulster Council Gaelic Athletic Association (UCGAA)	<p>UCGAA will continue to contribute to this target by delivering on the following actions:</p> <ol style="list-style-type: none"> 1. Supporting the development of 2nds and 3rds teams within their clubs; 2. Delivery of over 35s blitzes in clubs across Ulster; and 3. Embedding Gaelic4Mums Programme across Ulster to encourage and support female participation. <p>Targeting and making a greater impact in these areas remain a challenge. The focus can be to sustain with the ever dwindling support that is required from volunteers. Volunteerism is under threat, getting volunteers to support coaching and management of teams is a constant challenge. Getting people to sustain their participation beyond the age of 30 in a contact sport is a huge challenge. GAA clubs are now providing different outlets/ activities for adults to sustain their participation in the club and in sport and physical activity.</p>	SNI, local sports clubs, community and voluntary groups.	2015-2019
SkillsActive (SA)	<p>SA will continue to maintain and develop professional registers to ensure a skilled and qualified workforce that is competent to help stop the decline in adult participation in sport and physical recreation. SA carried out the following activities to support the achievement of this target:</p> <ul style="list-style-type: none"> o 25% increase in the membership rate of the Register of Exercise Professionals (REPs) o Development of the Register of Aquatic Professionals; Register of Playworkers; 	SNI, PlayBoard, community and voluntary groups.	2015-2019

	<ul style="list-style-type: none"> o Register of Children's Activity Professionals; amongst others such as the Register of Personal Development Practitioners in Sport and Golf Professionals register. 		
Irish Rugby Football Union - Ulster Branch (UBIRFU)	UBIRFU will continue to promote adult tag rugby as a version of the game that is played in the summer months. This non-contact version of the game has proved very popular bringing both new and previous participants back into the sport. There has been a particular increase in the number of mixed teams (i.e. both male and female) now playing over the last number of years).	Local sport clubs, community and voluntary groups.	2015-2019 Seasonal delivery on an annual basis
Chief Leisure Officers Association (CLOA)	<p><i>Antrim and Newtownabbey Council</i> will contribute to achievement of this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Continue to deliver participation programmes and events such as the Couch to 5k, parkun, and Triathlon; 2. Continue to work closely with community based organisations to deliver focussed taster sessions through Active Communities (2015-2016); 3. Continue to delivery Active Communities and associated initiatives and classes across Antrim and Newtownabbey (i.e. Fit and Active Programme, Antrim Forum, Neillsbrook Community Centre, Crumlin Leisure Centre and Stiles Community Centre); 4. Ongoing partnership working with Northern Partnership for Physical Activity, local surgeries and hospitals through Health Matters Exercise Referral programme; 5. Provision of opportunities for participation through the delivery of events such as Ophir Seven's tournament and the annual horse show; and 6. Provision of collaborative arrangements, facilities and targeted programmes to access; and assist local communities and clubs to provide sustainable programmes and facilities to enhance opportunities for adult participation. 	<p>SNI, PHA, Health Trusts, Governing bodies of sport, local sports clubs, community and voluntary.</p> <p>Active Belfast Ltd, Greenwich Leisure Ltd, local sports clubs, leisure centres.</p>	2015-2019 Annual basis

	<p><i>Armagh, Banbridge and Craigavon Council</i> will contribute to this target by delivering Active Communities programmes, 50 plus schemes in association with PHA, walking initiatives through IFH, Exercise referral programmes and concessionary pricing for leisure facilities.</p> <p><i>Belfast Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Delivery of an affordable and innovative ‘best in class’ customer and community-focussed service, ensuring that price is not a true barrier to participation; 2. Work to improve the health of Belfast residents by motivating people who do no physical activity to do at least 30 minutes of activity per week and to increase those who do some activity increasing to move towards 5 x 30 minute a week by using the facilities as part of their weekly activity programmes; and 3. Continue to promote physical activity for adults, offering opportunities for participation through the workplace, family activities & local sports clubs opening up city hall to attract and engage Belfast residents. <p><i>Antrim and Newtownabbey Borough Council</i> will contribute to this target by continuing to deliver GP referral programmes run by staff in accordance to national guidelines.</p> <p><i>Mid and East Antrim Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Implement and review the Active Communities programme across borough; 2. Support the planning and delivery of local events/ programmes aimed at increasing participation of adults in sport and physical activity across the borough (e.g. health matters scheme, specific health programmes COPD, 50+ classes); 3. Provide collaborative arrangements, facilities and targeted programmes to access; and 4. Assist local Communities and Clubs to provide sustainable 	<p>PHA, Health Trusts, Sports clubs, SNI, Governing Bodies of sport, voluntary sector.</p>	<p>2013 - 2019</p>
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		programmes and facilities to enhance opportunities for adult participation.		
Student Sport Ireland (SSI)		SSI members will contribute to this target by delivering the following key actions: <ol style="list-style-type: none"> 1. Facilitate and coordinate leagues and championships in co-operation with National Governing Bodies 2. Research best practice in relation to pathways in student sport and in providing increased opportunities for participation at all levels. 3. Work with member institutions to ensure that third level recruitment campaigns identify the critical role sport and healthy lifestyles play at third level. 	Governing Bodies of sport, SNI, Sport Ireland.	2015-2019
Northern Environment Agency (NIEA)	Ireland Agency	NIEA will continue to provide public access to the countryside for outdoor physical recreation at its seven country parks and to facilitate walking at many of its nature reserves. Country Park facilities include mown grass areas for informal games, extensive path networks, many of them DDA-compliant, sensory trails, trim trails, cycle paths, bridle paths and bathing beaches. As resources permit NIEA will organise events at its properties, including walks, and will encourage and facilitate others organising sponsored walks and outdoor recreational activities at its properties. NIEA will continue to work towards delivery of the targets of the Outdoor Recreation Action Plan (ORAP) and embed delivery in any future grant funding programmes.	DC's (11).	2015-2019

Target Number:	PA5
Target Details:	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)
Target Deadline:	2014 (Medium Term)

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Sport Northern Ireland (SNI)	SNI will contribute to these targets by delivering following key actions: <ol style="list-style-type: none"> 1. Develop the sporting workforce by delivering coach and practitioner education, training and personal development to sports clubs; 2. Work with governing bodies of sport to increase their ability to develop and improve quality in sports clubs; and 3. Develop and support the continued and full implementation of an Active Clubs Action Plan; and 4. Improve the quality of club facilities (PA5a & PA5b) 	DCAL Sport Ireland, DC's (11) Governing bodies of sport, community/voluntary sector (inc. NISF)	2015-2020
Disability Sport NI (DSNI)	DSNI will contribute to the achievement of these targets by implementing its Club Development Programme, funded by the Sport NI Active Clubs Programme, which is designed to establish new disability sports clubs and to encourage the development of more participation opportunities for people with disabilities in existing disability and mainstream sports clubs (PA5a & PA5b).	SNI, Governing bodies of sport, Blind Sports Network (NI), disability and mainstream sports clubs, RNIB, Guide Dogs, Angel Eyes.	2015 - 2018
Ulster Council Gaelic Athletic Association (UCGAA)	UCGAA clubs open for new members each year. In Ulster there are 250,000 members in the 584 clubs. Over the next few years UCGAA will work to sustain this and provide opportunities for people who have not tried one of its sports to get the opportunity to do so. This is achieved through the Mums and Me and	SNI, DC's (11), local sports clubs and schools.	2015-2019

	<p>Gaelic4Mums Programme where there are a significant number of new uptakes (PA5a).</p> <p>UCGAA will continue to support nursery and juvenile sections within affiliated clubs. Most new members are coming in through the nursery programmes. These programmes in clubs are linked to the schools programme with coaches in the schools delivering the same programmes that are delivered in the clubs. In addition, the teachers are trained and the schools and the parents are trained to deliver a similar Gaelic Staff programme in the club. The education to community link is central to the success of the programme (PA5b).</p>		
Outdoor Recreation Northern Ireland (ORNI)	ORNI will contribute to these targets by working to increase the number of young people in walking clubs in the Active Clubs Walking project (PA5a & PA5b).	SNI, Ulster Federation of Rambling Clubs, community and voluntary groups.	2015-2019
Sports Coach UK (ScUK)	<p>ScUK will contribute to these targets by delivering on the following key actions:</p> <ol style="list-style-type: none"> 1. Development of a Northern Ireland specific Participation workshop to support governing bodies of sport and coach managers involved in the Active Clubs Programme. This will increase the understanding of participation motivations across the coaching workforce in both adult and young people populations. Sports Coach UK will contribute by providing technical expertise to governing body staff and Coach Managers involved in the Active Clubs Programme and through the development of bespoke Participation workshops to meet the needs of coaches working across Northern Ireland. 2. Tutor Orientations of identified staff from SNI and governing bodies of sport to support the delivery of the 'How to deliver engaging sessions to Adults / Young People' workshops. Sports Coach UK Participation Technical Lead Officer to deliver workshop orientations and ongoing support to identified tutors. 	SNI, Governing bodies of sport.	2015 -2016

Ulster Branch Irish Rugby Football Union (UBIRFU)	<p>UBIRFU will contribute to these targets by delivering on the following key actions:</p> <ol style="list-style-type: none"> 1. A focus on the transition of rugby players from age grade (both youth and schools rugby players) into the adult sections of clubs. This will become a focus for Domestic Rugby Staff going forward (PA5a); 2. Continuation of the Club Community Rugby Officer (CCROs) Scheme which sees Development Officers placed in 'non-traditional rugby playing schools' to introduce the game to males and females. These CCROs are responsible for creating a link between schools and clubs and creating a sustainable playing pathway. A key objective of these positions is to increase the number of young people joining mini and youth sections of clubs (PA5b). 	Rugby clubs, Rugby playing schools.	<p>2015 – Ongoing</p> <p>Annually from September to March</p>
Irish Football Association (IFA)	<p>IFA will continue to these targets by delivering on the following actions:</p> <ol style="list-style-type: none"> 1. Prioritise retention in the men's and women's game to align with UEFA Grassroots Charter targets (PA5); 2. Rollout of Clubmark scheme will encourage greater capacity within clubs (PA5a); 3. Develop Small Sided Games Programmes and policies to encourage more youth participation (PA5b); and 4. Develop and rollout a Schools Quality mark to strengthen school/club links (PA5b). 	Divisional leagues NI Women's FA NI Boys FA	2015 - Ongoing
Chief Leisure Officers Association (CLOA)	<p><i>Antrim and Newtownabbey Council</i> will contribute to these targets by delivering on the following actions:</p> <ol style="list-style-type: none"> 1. Actively promoting local sports clubs to the adult population; 2. Assisting with programmes and events such as the Ophir Sevens, Horse Show and Antrim Road Race; 3. Continuation and development of recreational club programmes such as Couch to 5k and parkrun initiatives; 4. Encourage and signpost coach education and volunteer opportunities; 5. Work with SNI to develop Active Clubs programme (PA5a); 	SNI, Governing bodies of sport, local sports clubs and schools, community and voluntary groups.	2015 - Ongoing

	<p>6. Continue to develop and promote School/Club programmes such as the Netball, Cricket, Football and Hockey;</p> <p>7. Continue to develop links programmes through Aspire Sport talent development programme and primary schools challenge events;</p> <p>8. Continue to provide taster programmes in local areas/communities linking into local clubs; and</p> <p>9. Support club development at a local level by the provision of funding towards, training, facilities and opportunities to undertake SNI's Clubmark NI Programme (PA5b).</p> <p><i>Armagh, Banbridge and Craigavon (ABC) Council</i> - see PA3a, PA3b and PA3c</p> <p>ABC will contribute to these targets by also working with all the relevant agencies to assist in the development and sustainability of local clubs through grant aid, club development courses, advice and support with infrastructure and /or facilities.</p> <p><i>Belfast Council</i> will contribute to these targets by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Make available appropriate facilities for clubs' use in-keeping with the club development in the city; 2. Deliver Year 3 actions of the Amateur Boxing Strategy; 3. Work with a range of sports clubs to provide pathways to adult participation in sport. We will develop opportunities through Active Communities with the aim to develop pathways to one or more sports clubs; 4. Continue to educate and empower local clubs to develop and grow, building sustainable progression routes for adults to continue their participation in sport (PA5a); 5. Work to increase the sports development pathways within Belfast to enable young people to learn sports skills, join local clubs and participate in competitions through 	<p>Active Belfast Ltd, Greenwich Leisure Ltd, Sports clubs, schools, leisure centres</p>	<p>2015-2019</p>
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	<p>investment in the facilities and sports coaching;</p> <ol style="list-style-type: none"> 6. Make available appropriate facilities for clubs' use in-keeping with the club development in the city; 7. Deliver try-it events across the city to showcase quality assured sports clubs, developing pathways to participation for young people. Through its partnerships with schools BCC will provide up to date information for school teachers to promote and communicate sports club information to encourage and support young people into clubs; and 8. Endeavour to support local clubs to establish their own links with community groups and schools, using term time to target disengaged young people through try-it events, Support 4 Sport and sporting Halloween programmes (PA5b). <p><i>Armagh, Banbridge and Craigavon Council</i> will contribute to these targets by delivering on the following key actions:</p> <ol style="list-style-type: none"> 1. Creation of a Sports Development Strategy for the development of sport and physical activity in the new Council area for 2015 – 2019 which is embedded within the Corporate Plan; 2. Work in partnership with the various Sports Advisory Councils and the Southern Sports Partnership to support local club infrastructure and ensure opportunities for adult participation is well known and of a high quality; 3. Through the Southern Sports Partnership, overseeing the implementation of Sport NI's Clubmark programme which aims to create a network of quality sports clubs across the area. <p><i>Derry and Strabane Council</i> will contribute to these targets by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Delivery of club development initiatives, incorporating capacity building workshops, generic and sport specific courses whilst providing access to development grants/funding; 	<p>SNI, Sports Advisory Councils, Southern Sports Partnership, local clubs, governing bodies of sport</p>	
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	<ol style="list-style-type: none"> 2. Continue with the Derry/Strabane Clubmark accreditation scheme and support governing body recognised schemes; 3. Continue to support the North West Coaching initiative delivered in partnership with SNI; and 4. Establish a new database of existing and new clubs throughout the new council area, communicating development opportunities that may arise, creating pathways and signpost people from Council led initiatives. <p><i>Mid and East Antrim Council</i> will contribute to these targets by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Continue to support club development at a local level by the provision of funding, training, facilities and opportunities to undertake SNI's Clubmark NI Programme (PA5a); 2. Continue to develop physical literacy programmes for young people to increase memberships within clubs. Additional programmes will be developed with the Active Communities programme. These programmes will encourage children to participate in physical activity during and after school hours (PA5b); and 3. Continue to work with relevant partners to develop after-school opportunities and club links at a local level. 	SNI, Governing Bodies of sport, Sports clubs, Sports Advisory Councils, NELB, Schools, DSD, PHA	2015-2019
Northern Ireland Sports Forum (NISF)	NISF will contribute to these targets by working with and supporting NISF members to promote their sport and to engage with the wider public by providing them with information and education on the best use of various communication channels.	SNI, Governing bodies of sport	2015-2019
Student Sport Ireland (SSI)	SSI will contribute to these targets by lobbying relevant bodies and individuals on the contribution of third level education to sport, physical activity and healthy living for society as a whole.	SNI, Sport Ireland	2015-2019

NOTE: PA6 no longer exists as this target was combined with PA3

Target Number:	PA7
Target Details:	By 2019 to deliver at least a 3 percentage points increase in adult participation rates in sport and physical recreation (from the 2011 baseline).
Target Deadline:	2019 (Long Term)

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Sport Northern Ireland (SNI)	<p>SNI will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Delivery a of sports development support service to local communities that provides expert advice, guidance, resources and capacity building to grassroots communities; 2. Influence and support the development of 11 district council community plans; 3. Promote and support the delivery of NI's Outdoor Recreation Action Plan; 4. Develop and launch a new community participation initiative that increases quality opportunities for targeted groups to start and sustain participation in sport; and 5. Work with a range of partners to deliver interventions aimed at improving access to and participation in sport among targeted groups, and building good relations through sport. 	DRD, PHA, Tourism NI, NIEA, DC's (11), Governing bodies of sport, local sports clubs, community and voluntary groups, disability sports sector and public landowners	2015-2020
Sport Ireland (SI) PA7-PA11	<p>SI will continue to implement its sports participation strategy 2009 – 2019 which seeks to increase participation in sport and physical activity throughout the population and particularly among those groups traditionally associated with low participation levels – lower socio-economic groups, women, individuals with a disability and older people. Key actions include:</p> <ul style="list-style-type: none"> o Continued prioritised support for Local Sport Partnerships (LSPs) to increase participation locally among key target 	DCAL (Department for Communities post April 2016), SNI.	2015-2019

	<p>groups;</p> <ul style="list-style-type: none"> o Development of Community Sports Hubs in areas of disadvantage; o Contribute towards implementation of the National Physical Activity Plan which is being finalised in 2015; o Continue to invest in targeted Women in Sport initiative through the governing bodies of sport and LSPs; o Investment in the Sports Inclusion Disability Officer programme, disability NGBs, and the CARA Centre for Adapted Physical Activity in IT Tralee. <p>SI will contribute to target PA7-PA11 by continuing to work with and support SNI and others to the development and implementation of participation based policies and programmes.</p>		
<p>Disability (DSNI) Sport NI</p>	<p>DSNI has developed a new Strategic Plan for the period 2015 – 2020. The plan outlines four strategic priorities, all designed to tackle and address the high level of inequality experienced by people with disabilities in accessing sports and physical activity opportunities:</p> <p>COMMUNITY SPORT – Improving Health & Wellbeing</p> <ol style="list-style-type: none"> 1. To develop inclusive sports and recreation opportunities and facilities which enable people with disabilities to lead a full, active and healthy lifestyle in their local community; <p>PERFORMANCE SPORT – Developing Sporting Talent</p> <ol style="list-style-type: none"> 2. To lead the development of performance pathways, facilities and support services which enable people with disabilities to achieve higher levels of performance in their sport; <p>EDUCATION, TRAINING & VOLUNTEERS – Supporting Inclusion</p> <ol style="list-style-type: none"> 3. To develop education, training, coach education and volunteer programmes which support the development of a society which is more inclusive of people with disabilities; and <p>POLICY, COMMUNICATIONS & GOVERNANCE – Making It Happen</p> <ol style="list-style-type: none"> 4. To inform policy, inspire participation and to manage an 	<p>SNI, DC's (11), Governing bodies of sport, sports clubs and disability organisations.</p>	<p>2015 - 2020</p>

	<p>effective organisation with the capacity to lead the development of disability sport in Northern Ireland.</p> <p>The implementation of the Plan, while specifically targeting people with disabilities, will also contribute to increasing adult participation rates in sport and physical recreation.</p>		
Ulster Council Gaelic Athletic Association (UCGAA)	UCGAA will contribute to this target by focussing its attention on both male and females in order to increase levels of participation in Gaelic Games. UCGAA recently appointed two co-ordinators via its Active Clubs initiative, both of whom are dedicated to increasing adult (and youth) participation.	SNI, DC's (11) and local sports clubs.	2015-2019
Outdoor Recreation Northern Ireland (ORNI) (all the actions in this section are subject to ORNI securing funding towards its staff and day to day running costs)	<p>ORNI will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Active marketing and promotion of over 35 outdoor recreation sports to the population through a wide range of media including websites, social media, PR campaigns etc.; 2. Major development of the 'Local Outdoors' portal – to become a stand-alone website; 3. Delivery of 'Get Outdoors Weekend'; 4. Delivery of 'Adventureland Weekend'; 5. Delivery of the Giant's Causeway Cycling Sportive; 6. Delivery of a Mourne/Causeway Coast Adventure type festival; and 7. Continuation and development of the Walking in Your Community Scheme. 	SNI, DC's (11), Private sector activity providers, CCG Council, private sector, local community, private sector, clubs.	2015-2019 Annually
Public Health Agency (PHA)	<p>PHA will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Continuing to lead on the non-Departmental recommendations within the Fitter Futures framework document. A key objective of the framework is to 'increase the percentage of the population regularly participating in physical activity'; 2. Producing public facing resources to increase awareness of the CMO guidelines on physical activity for the Adult population; 3. Continuing to roll out the Choose to Live Better Campaign 	SNI, DC's (11), H&SC Trusts, voluntary and community sector, HLCs, Trusts, Primary Care, QUB – Centre of Excellence, Councils, other statutory, community, voluntary and private sector; Belfast Council and Sustrans.	2015 - 2019

	<p>which aims to raise awareness of obesity prevention, the importance of good nutrition and of being physically active;</p> <ol style="list-style-type: none"> 4. Supporting increased participation through a range of investments/initiatives such as Walking for Health, 10,000 steps programme, Couch 2 5K initiatives, parkrun, Green gyms/allotments, outdoor gyms, and cycling programmes; 5. Continuing to support the local H&SC Trust to deliver a range of physical activity training programmes to build capacity within the community; 6. Developing and implementing a standardised Physical Activity Referral Programme across Northern Ireland; 7. Continuing to support relevant research such as the PARC study and the Lisburn Physical Activity Loyalty Scheme; 8. Continuing to support the Belfast Strategic Partnership in the development and implementation of an Active Belfast Strategy and Action Plans; 9. Undertaking and considering (subject to funding) supporting Health Impact Assessments on relevant policies, strategies, etc. that may impact on individuals ability to be physically active; and 10. Engaging employers in supporting active travel initiatives such as 'Leading the Way' in Belfast and the active travel in communities initiative in Belfast. 		
<p>Ulster Branch Irish Rugby Football Union (UBIRFU)</p>	<p>UBIRFU will continue to promote adult tag rugby as a version of the game that is played in the summer months. This non-contact version of the game has proved very popular in bringing both new and previous participants back into the sport. There has been a particular increase in the number of mixed teams (i.e. both male and female) now playing over the last number of years.</p>	<p>DC's, local rugby clubs.</p>	<p>2015-2019 Annually during spring and summer months.</p>
<p>Irish Football Association (IFA)</p>	<p>IFA will contribute to the this target by delivering on the following actions:</p> <ol style="list-style-type: none"> 1. Continued delivery of the 'Sport in the Community Programme' in collaboration with Ulster GAA and Ulster Rugby; 2. Continued rollout of Girls and Women's plan will further develop the capacity of the girls and Women's game; and 	<p>GAA, UBIRFU and NIWFA.</p>	<p>2019-2020</p>

	<p>3. Delivery of veterans programmes for Men and Women will be further developed throughout NI to include all areas.</p>		
Chief Leisure Officers Association (CLOA)	<p><i>Antrim and Newtownabbey Council</i> will contribute to achievement of this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Continue to deliver participation programmes and events such as the Couch to 5k, parkrun, and Triathlon; 2. Continue to work closely with community based organisations to deliver focussed taster sessions through Active Communities (2015-2016); 3. Continue to delivery Active Communities and associated initiatives and Classes across Antrim and Newtownabbey (i.e. Fit and Active Programme, Antrim Forum, Neillsbrook Community Centre, Crumlin Leisure Centre and Stiles Community Centre); 4. Ongoing partnership working with Northern Partnership for Physical Activity, local surgeries and hospitals through Health Matters Exercise Referral programme; 5. Provision of opportunities for participation through the delivery of events such as Ophir Seven's tournament and the annual horse show; and 6. Provision of collaborative arrangements, facilities and targeted programmes to access; and assist local communities and clubs to provide sustainable programmes and facilities to enhance opportunities for adult participation. <p><i>Armagh, Banbridge and Craigavon Council</i> will contribute to this target by delivering Active Communities programmes, 50+ schemes in association with PHA, walking initiatives through IFH, Exercise referral programmes and concessionary pricing for leisure facilities.</p> <p><i>Belfast Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Delivery of an affordable and innovative 'best in class' customer and community-focussed service, ensuring that price is not a true barrier to participation; 2. Work to improve the health of Belfast residents by motivating 	DCAL, SNI, PHA, community and voluntary groups.	2015-2019 Annually

	<p>people who do no physical activity to do at least 30 minutes of activity per week and to increase those who do some activity increasing to move towards 5 x 30 minute a week by using the facilities as part of their weekly activity programmes; and</p> <ol style="list-style-type: none"> 3. Continue to promote physical activity for adults, offering opportunities for participation through the workplace, family activities and local sports clubs opening up city hall to attract and engage Belfast residents; and 4. Provide a range of activities to contribute to this target including: <ul style="list-style-type: none"> o Work with 50+ sports clubs; o Offer coach education to develop pathways to participation; o Recognition for adult contribution to sport through the sports awards; o Engage with third level institutions and volunteers to help develop new leaders within the industry; o Use our boxing strategy to engage adults in physical activity, targeting parents and relatives of younger participants providing an holistic family centred approach to participation in sport; o Providing alternative & holistic activities within the city targeting work places, schools & the general public; o Promotion of bike week & cycling to work; o Continue to work in local communities to provide physical activity sessions for the family unit; o Continue to deliver Active Communities programme, with management and financial support. <p><i>Armagh, Banbridge and Craigavon Council</i> will contribute to this target by delivering on the following key actions:</p> <ol style="list-style-type: none"> 1. Provision of a range of opportunities for adults to participate in sport and physical recreation through Leisure facilities (indoor and outdoor) and through its community centre based facilities; 2. Delivery of an Exercise Referral Scheme in partnership with 		
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	<p>PHA;</p> <ol style="list-style-type: none"> 3. Provision of innovative structured programmes for adults to participate and improve their physical fitness and skills; and 4. Provision of a wide range of facilities which accommodate play, recreational and competitive events on an ongoing basis (e.g. Mid Ulster Pitch Provision). <p><i>Derry and Strabane Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Continue to meet KPI's as established through Active Communities – specifically focusing on adult participation; 2. Produce and deliver a new sports strategy for the council area; 3. Implementation and delivery of the Public Health Agency's PARP and Healthy Town Programmes; 4. Support the planning and delivery of local events that promote adult participation (e.g., women groups, over 50's, disability Sport and Neighbourhood Renewal initiatives). <p><i>Mid and East Antrim Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Assist local Communities and Clubs to provide sustainable programmes and facilities to enhance opportunities for adult participation; 2. Provide collaborative arrangements, facilities and targeted programmes to access Council facilities and coaching expertise; 3. Produce and develop a new sports development and physical activity strategy for the borough that is aligned to the targets and key steps within Sport Matters; 4. Work with other agencies to develop opportunities for adult 	<p>SNI, Governing Bodies of sport, Sports clubs, PHA, DSNI, DSD, Actively Aging Well</p>	<p>2015-2019</p>
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		<p>population;</p> <ol style="list-style-type: none"> 5. Support the planning and delivery of local events aimed at increasing participation of adults in sport and physical activity across NI; and 6. Explore funding opportunities for the continuation of the Active Communities programme across borough. 		
Northern Ireland Sports Forum (NISF)		NISF will contribute to this target by improving the awareness and understanding of Sports Matters with governing bodies of sport to ensure their planned activities are aligned to the high level targets and key steps within the strategy.	SNI, Governing Bodies of sport	2015-2019
Student Sport Ireland (SSI)		<p>SSI will deliver the following in order to achieve this objective:</p> <ol style="list-style-type: none"> 1. Establish a committee to oversee the development of the strategic theme of health ,wellbeing and physical activity; 2. Facilitate, advertise and deliver joint health, well-being and/or physical activity interventions with relevant community partners; 3. Collaborate with the established UK Healthy University Network; 4. Create a toolkit for good practice in health, physical activity and well-being to be implemented in member institutions; and 5. Create a health and wellbeing information section on the SSI website outlining good practice in health and wellbeing and health promotion. 	BUCS, SSI.	2015-2019
Northern Ireland Environment Agency (NIEA)		<p>NIEA will continue to provide public access to the countryside for outdoor physical recreation at its seven country parks and to facilitate walking at many of its nature reserves. Country Park facilities include mown grass areas for informal games, extensive path networks, many of them DDA-compliant, sensory trails, trim trails, cycle paths, bridle paths and bathing beaches.</p> <p>NIEA will seek to secure funding for and, if successful, enhance the outdoor recreation and activities infrastructure at its country parks and suitable nature reserves.</p>	DC's, National Lottery SNI, ORNI	2015-2019

	<p>As resources permit NIEA will organise events at its properties, including walks, and will encourage and facilitate others organising sponsored walks and outdoor recreational activities at its properties.</p> <p>NIEA will continue to work towards delivery of the targets of the Outdoor Recreation Action Plan (ORAP) and embed delivery in any future grant funding programmes.</p>		
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Target Number:	PA8
Target Details:	By 2019 to deliver at least a 6 percentage points increase in women's participation rates in sport and physical recreation (from the 2011 baseline).
Target Deadline:	2019 (Long Term)

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Sport Northern Ireland (SNI)	<p>SNI will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Delivery of a sports development support service to local communities that provides expert advice, guidance, resources and capacity building to grassroots communities; 2. Influence and support the development of 11 district council community plans; 3. Promote and support the delivery of NI's Outdoor Recreation Action Plan; 4. Develop and launch a new community participation initiative that increases quality opportunities for targeted groups to start and sustain participation in sport; and 5. Work with a range of partners to deliver interventions aimed at improving access to and participation in sport among targeted groups, and building good relations through sport. 	DRD, PHA, Tourism NI NIEA, DC's (11), Governing bodies of sport, local Sports clubs, community and voluntary group, disability sports sector and public landowners.	2015-2020
Ulster Council Gaelic Athletic Association (UCGAA)	UCGAA will contribute to this target by focusing its attention on females in order to increase levels of participation in Gaelic Games. UCGAA recently appointed two co-ordinators via its Active Clubs initiative, both of whom are dedicated to increasing adult (and youth) participation.	SNI, DC's (11), community and voluntary groups.	2015-2019
Irish Football Association (IFA)	IFA will contribute to this target by implementing the recommendations proposed by the Women's Football Plan to broaden the talent pool and increase female representation within the sport.	NIWFA	2015-2019

Outdoor Recreation Northern Ireland (ORNI)	All actions detailed by ORNI in PA7 also apply to this target.		
Public Health Agency (PHA)	All the actions detailed by PHA in PA7 also apply to this target.		
Sports Coach UK (ScUK)	<p>ScUK will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Provision of ongoing support to Female Coach Mentors in the North West Coaching Network in order to develop a network of mentors who can support an increase in the number of new female coaches and develop existing active female coaches in region; and 2. Provision of technical mentor guidance through mentor orientations, workshop delivery, products and resources. The development of female mentor and coaches will hopefully provide sporting role models in the North West region and contribute to an increase in women's participation. 	SNI, North West Coaching Network	2015-2017
Ulster Branch Irish Rugby Football Union - (UBIRFU)	<p>UBIRFU has employed a dedicated Female Rugby Officer to lead the development of female rugby within Ulster. In addition, UBIRFU will continue to run a number of initiatives to increase participation in the female game. These will include:</p> <ul style="list-style-type: none"> o Girls' Schools Cup – specific competition based on non-contact version of the game which provides an opportunity for females to try the game; o Play Rugby Girls – This is an IRFU initiative that aims to provide girls with the opportunity to participate in rugby sessions at their schools. Schools involved are then invited to an 'Open Day' at their local Club which is hosted by Development officers and Club coaches with the aim of getting girls to continue this activity in a club environment; and o Girls only Summer Camps - Camps for females aged between 12and17. 	Rugby Clubs and Schools	2015-2019 Annually
Chief Leisure Officers Association (CLOA)	<i>Antrim and Newtownabbey Council</i> will contribute to this target by delivering the following key actions:	SNI, PHA, Governing bodies of sport, local	2015-2019

	<p>10. Tackle the issue of women in sport at our annual conference to raise awareness and inform local clubs on how to progress;</p> <p>11. Continue to deliver on Female Targets with Active Communities programme.</p> <p><i>Derry and Strabane Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Continue to meet KPI's as established through Active Communities – specifically focusing on female participation; 2. Produce and deliver a new sports strategy for the council area; and 3. Implementation and delivery of the PHA's PARP and Healthy Town Programmes. <p>Support the planning and delivery of local events that promote adult participation (e.g., women groups, over 50's, disability Sport and Neighbourhood Renewal initiatives).</p> <p><i>Mid and East Antrim</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Produce and develop a new sports development and physical activity strategy for the borough that is aligned to the targets and key steps within Sport Matters; 2. Work with other agencies to develop new innovative programmes/opportunities for women; 3. Support the planning and delivery of local events aimed at increasing participation of women in sport and physical activity across borough; and 4. Explore funding opportunities for the continuation of the Active Communities programme across borough. 	<p>SNI, Governing Bodies of sport, PHA, DSD</p>	<p>2015-2019</p>
<p>Northern Ireland Sports Forum (NISF)</p>	<p>NISF will contribute to this target by working with and supporting the development of the Female Sports Forum in Northern Ireland</p> <p>The focus of this work will be centred on:</p> <ul style="list-style-type: none"> o Increasing levels of sport participation by females; o Creating female leaders; and 	<p>SNI, governing bodies of sport.</p>	<p>2015-2019</p>

		<ul style="list-style-type: none"> o Increasing media profile. 		
Northern Environment (NIEA)	Ireland Agency	<p>NIEA will continue to provide public access to the countryside for outdoor physical recreation at its seven country parks and to facilitate walking at many of its nature reserves. Country Park facilities include mown grass areas for informal games, extensive path networks, many of them DDA-compliant, sensory trails, trim trails, cycle paths, bridle paths and bathing beaches.</p> <p>NIEA will seek to secure funding for and, if successful, enhance the outdoor recreation and activities infrastructure at its country parks and suitable nature reserves.</p> <p>As resources permit NIEA will organise events for women at its properties, including walks, and will encourage and facilitate others organising sponsored walks and outdoor recreational activities for women at its properties.</p> <p>NIEA will continue to work towards delivery of the targets of the Outdoor Recreation Action Plan (ORAP) and embed delivery in any future grant funding programmes.</p>	DC's, National Lottery, SNI, ORNI.	2015-2019

Target Number:	PA9
Target Details:	By 2019 to deliver at least a 6 percentage points increase in participation rates in sport and physical recreation among adults living in the 20% most deprived areas.
Target Deadline:	2019 (Long Term)

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Sport Northern Ireland (SNI)	<p>SNI will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Delivery of a sports development support service to local communities that provides expert advice, guidance, resources and capacity building to grassroots communities; 2. Influence and support the development of 11 district council community plans; 3. Promote and support the delivery of NI's Outdoor Recreation Action Plan; 4. Develop and launch a new community participation initiative that increases quality opportunities for targeted groups to start and sustain participation in sport; and 5. Work with a range of partners to deliver interventions aimed at improving access to and participation in sport among targeted groups, and building good relations through sport. 	DRD, PHA, Tourism NI NIEA, DC's (11), Governing bodies of sport, local Sports clubs, community and voluntary group, disability sports sector and public landowners.	2015-2020
Department for Social Development (DSD)	DSD would be supportive of providing continued support for sports projects, with need being determined through appropriate reviews i.e. Neighbourhood Renewal Action and subject to availability of resources, budgets and the outcome of an economic appraisal	SNI, DC's (11) and community and voluntary groups.	2015-2019
Disability Sport Northern Ireland (DSNI)	DSNI has developed a new Strategic Plan for the period 2015 – 2020. The plan outlines four strategic priorities, all designed to tackle and address the high level of inequality experienced by people with disabilities in accessing sports and physical activity opportunities.	SNI, DC's (11), Governing bodies of sport, local sports clubs and disability organisations.	2015-2019

	The implementation of the Plan, while specifically targeting people with disabilities, will also contribute to increasing participation rates in sport and physical recreation among adults living in the 20% most deprived areas.		
Ulster Council Gaelic Athletic Association (UCGAA)	UCGAA will contribute to this target through its Active Clubs intervention which will target areas of high social and economic need. In the past year Ulster GAAs Social Inclusion Officer has been targeting these areas and delivering programmes to children through clubs and schools and providing competition opportunities. In addition they have targeted and included adults with learning and physical disabilities providing opportunities to participate and opportunities for coaches to be trained up through the GAA for All Programmes.	SNI, DC's (11), local sports clubs and schools.	2015-2019
Irish Football Association (IFA)	IFA will contribute to the target by delivery on the following actions: <ol style="list-style-type: none"> 1. Continued development of Street Soccer programmes working with Homeless and most disadvantaged; and 2. Development of Education and Outreach programmes in areas of social need. 	Street Soccer NI and East Belfast Mission	2015 – Ongoing
Outdoor Recreation Northern Ireland (ORNI)	All the actions outlined in PA7 are also relevant to this target.		
Public Health Agency (PHA)	PHA will continue to focus efforts to address the needs of socio-economically disadvantaged groups in order to help reduce health inequalities. Neighbourhood renewal areas will be proactively targeted in the distribution of PHA resources and programmes. All the actions outlined in PA7 are also relevant to this target.	SNI, H&SC Trusts, Councils, relevant community and voluntary sector organisations.	2015–2019
Chief Leisure Officers Association (CLOA)	<i>Antrim and Newtownabbey Council</i> will contribute to this target by delivering the following key actions: <ol style="list-style-type: none"> 1. Work with all relevant agencies to provide opportunities for participation in under-represented groups, particularly people living in areas of high social need; 2. Provide a coach education/training programme to facilitate local leaders; 	SNI, governing bodies of sport, local sports clubs, community and voluntary groups.	2015-2019 Annually

	<ol style="list-style-type: none"> 3. Subsidised prices in local leisure and recreational facilities to enable access for participation; 4. Support for TSN areas as directed by development services in Whiteabbey, Ballyduff, Ballyclare and Monkstown areas; 5. Continuation of Active Communities programme and Associated initiatives in areas of deprivation; 6. Continuation of annual BEAT programme (Be educated, Be active, Be together) programme in areas of High Social need <p><i>Armagh, Banbridge and Craigavon Council</i> will contribute to this target by investing in and supporting the development of neighbourhood renewal hubs. This will allow for a proactive approach to increased active, capital investment in MUGAS and 3G facilities.</p> <p><i>Belfast Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Ensure all of the community is provided for in developing new and appropriate provisions; 2. Manage facilities which are fit for purpose, shared, attractive and welcoming, with proactive community outreach and marketing; 3. Increase clubs awareness and participation with the Leisure Development Unit in deprived areas by supporting them with the development of their club & planning for the future, the recognition of valued members and by providing financial support; 4. Support Sports Programmes that will provide pupils in disadvantaged areas with the opportunity for children to participate in activity sessions that are in addition to their PE sessions; 5. Delivery of cross country events across the city that will provide children within deprived areas the opportunity to progress in the field of athletics, competing with schools across the city and beyond; and 6. Continue to deliver Active Communities Programme with over 30% of participants from most deprived areas. 	<p>DCAL, DSD, SNI, PHA, Neighbourhood Renewal Partnerships, local sports clubs and community and voluntary groups</p> <p>DSD, SNI, Active Belfast Ltd, Greenwich Leisure Ltd, and ESA.</p>	<p>2015-2017</p>
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	<p><i>Armagh, Banbridge and Craigavon Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Continue engagement with people from socio-economically disadvantaged areas through the Sport NI Active Communities Programme; 2. Develop and implement an extensive sports programme in the 3 Neighbourhood Renewal Areas in Craigavon (North West Portadown, Brownlow and Lurgan); and 3. Continue to implement the DSD funded Craigavon Angling, Bushcrafting and Cycling projects. <p><i>Derry and Strabane Council</i> will contribute to this target by continuing to work in partnership with Neighbourhood Renewal Officers to assist in the delivery of Sport and Physical Activity Programmes.</p> <p>Council will also work to access external funding to improve infrastructure and facility development within Neighbourhood Renewal areas, allowing for greater participant opportunities such as Melvin Sports Complex.</p> <p><i>Mid and East Antrim Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Work with all relevant agencies to provide opportunities for participation in under-represented groups, particularly people living in areas of high social need; 2. Provide a coach education/training programme to facilitate local leaders; and 3. Continue to support and engage with socio-economically disadvantaged groups within the local communities to provide participation opportunities for sport and physical activity. 	<p>SNI, DSD, NIHE, Sports Advisory Councils, Community/voluntary sector</p>	<p>2015-2019</p>
<p>Northern Ireland Sports Forum (NISF)</p>	<p>NISF will contribute to this target by raising awareness and understanding of Sports Matters with governing bodies of sport to ensure their planned activities are aligned to the high level targets</p>	<p>SNI, Governing bodies of sport.</p>	<p>2015-2019</p>

		and key steps within the strategy.		
Northern Environment (NIEA)	Ireland Agency	<p>NIEA will continue to provide free or very modestly-priced public access to the countryside for outdoor physical recreation at its seven country parks and to facilitate walking at many of its nature reserves. Country Park facilities include mown grass areas for informal games, extensive path networks, many of them DDA-compliant, sensory trails, trim trails, cycle paths, bridle paths and bathing beaches.</p> <p>NIEA will seek to secure funding for and, if successful, enhance the outdoor recreation and activities infrastructure at its country parks and suitable nature reserves.</p> <p>As resources permit NIEA will organise events at its properties, including walks, and will encourage and facilitate others organising sponsored walks and outdoor recreational activities at its properties.</p> <p>NIEA will seek to establish partnerships with other bodies to facilitate affordable transport to its country parks for those of limited means.</p> <p>NIEA will continue to work towards delivery of the targets of the Outdoor Recreation Action Plan (ORAP) and embed delivery in any future grant funding programmes.</p>	DC's, National Lottery PHA.	2015-2019

Target Number:	PA10
Target Details:	By 2019 to deliver at least a 6 percentage points increase in participation rates in sport and physical recreation among people with a disability (from the 2011 baseline).
Target Deadline:	2019 (Long Term)

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Sport Northern Ireland (SNI)	<p>SNI will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Delivery of a sports development support service to local communities that provides expert advice, guidance, resources and capacity building to grassroots communities; 2. Influence and support the development of 11 district council community plans; 3. Promote and support the delivery of NI's Outdoor Recreation Action Plan; 4. Develop and launch a new community participation initiative that increases quality opportunities for targeted groups to start and sustain participation in sport; 5. Work with a range of partners to deliver interventions aimed at improving access to and participation in sport among targeted groups, and building good relations through sport; and 6. To develop, and contribute to the implementation of, a Disability Sports Action Plan (pan-disability). 	DRD, PHA, Tourism NI NIEA, DC (11), governing bodies of sport, local Sports clubs, community and voluntary group, disability sports sector and public landowners.	2015-2020
Disability Sport Northern Ireland (DSNI)	<p>DSNI has developed a new Strategic Plan for the period 2015 – 2020. The plan outlines four strategic priorities all designed to tackle and address the high level of inequality experienced by people with disabilities in accessing sports and physical activity opportunities:</p>	SNI, DC's, governing bodies of sport, local sports clubs and disability organisations.	2015-2020

	<p>COMMUNITY SPORT – Improving Health & Wellbeing</p> <ol style="list-style-type: none"> 1. To develop inclusive sports and recreation opportunities and facilities which enable people with disabilities to lead a full, active and healthy lifestyle in their local community. <p>PERFORMANCE SPORT – Developing Sporting Talent</p> <ol style="list-style-type: none"> 2. To lead the development of performance pathways, facilities and support services which enable people with disabilities to achieve higher levels of performance in their sport. <p>EDUCATION, TRAINING & VOLUNTEERS – Supporting Inclusion</p> <ol style="list-style-type: none"> 3. To develop education, training, coach education and volunteer programmes which support the development of a society which is more inclusive of people with disabilities. <p>POLICY, COMMUNICATIONS & GOVERNANCE – Making It Happen</p> <ol style="list-style-type: none"> 4. To inform policy, inspire participation and to manage an effective organisation with the capacity to lead the development of disability sport in Northern Ireland. <p>DSNI NI is fully committed to implementing the plan in full, however large reductions in SNI funding during 2015-16 combined with broader reductions in public funding, have forced the organisation to reduce its programmes by one third, making target PA10 more difficult to achieve by 2019.</p>		
<p>Ulster Council Gaelic Athletic Association (UCGAA)</p>	<p>UCGAA will contribute to this target through its Active Clubs intervention which will target areas of high social and economic need. In the past year Ulster GAAs Social Inclusion Officer has been targeting these areas and delivering programme to children through clubs and schools and providing competition opportunities. In addition they have targeted and included adults with learning and physical disabilities providing opportunities to participate and opportunities for coaches to be trained up through the GAA for All Programmes.</p>	<p>SNI, DC's (11), local sports clubs and schools.</p>	<p>2015-2019</p>
<p>Outdoor Recreation Northern Ireland (ORNI)</p>	<p>All the actions detailed by ORNI in PA7 also apply to this target.</p>		

Public Health Agency (PHA)	<p>PHA will continue to support increased participation in physical activity among people with a disability through investment in a range of training courses and programmes such as:</p> <ul style="list-style-type: none"> • Inclusive Games and Skills; • Boccia; • Chair based activities; • Walking for Health; and • Step by Step Walking Programme. <p>PHA will also implement a standardised Physical Activity Referral Programme across Northern Ireland.</p>	H&SC Trusts, DC's (11), relevant community and voluntary sector organisations, HLCs, Primary Care.	2015–2019
SkillsActive (SA)	<p>Through the Register of Exercise Professionals, SA will introduce an additional 'Disability' category and endorsed a linked continued professional development qualification.</p> <p>SA is also a key partner on the EU funded UFIT (Universal Fitness Inclusion Training) project along with four other partner organisations across Europe. Through this project, SA will provide a training programme for fitness centre managers and staff to raise their awareness of the need to increase inclusive access to fitness facilities.</p>	SNI, sport and leisure sector.	2015-2019
Irish Rugby Football Union - Ulster Branch (UBIRFU)	<p>UBIRFU will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Continuation of the STAG rugby committee – Special Needs Tag Rugby Advisory Group. This is a group made up of representatives of the rugby clubs who have established sections for children and young adults with a Learning Disability. Their role is to co-ordinate activity amongst the clubs and to provide support and guidance to groups who are looking to establish similar sections within their own clubs; 2. Working to secure funding to continue the employment of a Disability & Inclusion Officer to assist with the growth of disability rugby in the province. 	Local rugby clubs and schools.	2015-2019

Irish Football Association (IFA)	<p>IFA will contribute to this target by developing a comprehensive disabilities plan to provide increased opportunities for people with a disability which will include targets to:</p> <ol style="list-style-type: none"> 1. Deliver programmes in all Special Schools in NI; 2. Targets set for percentage of special schools competing in IFA festivals and cups; and 3. Club and international disability programmes to be further developed to provide more opportunities to players with a disability. 	DSNI	2015-2019
Chief Leisure Officers Association (CLOA)	<p>CLOA will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Work with relevant agencies to provide opportunities for people with disabilities; 2. Develop a network of disability sports clubs at a local level such as Racers Special Club and BASE Club; 3. Promote training opportunities for those interested in coaching people with a disability; 4. Offer a range of activities at local leisure facilities for people with disabilities; 5. Offer a range of activities and events for local special schools such as Riverside; 6. All programmes/events to be inclusive where possible (DSNI NI Boccia and NAK championships); 7. Actively encourage participation from children with learning and physical disability; 8. Increased participation through the Active Communities Programme; and 9. Continue to develop facilities in line with Section 75 requirements. <p><i>Belfast Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Ensure all of the community is provided for in developing new and appropriate provisions; 	<p>SNI, DSNI, Special Olympics, governing bodies of sport, local sports clubs.</p> <p>Active Belfast Ltd, Greenwich Leisure Ltd.</p>	<p>2015-2019</p> <p>2015-2019</p>

	<ol style="list-style-type: none"> 2. Manage facilities which are fit for purpose, shared, attractive and welcoming, with proactive community outreach and marketing; 3. Continue to work with groups and schools that cater for young people with disabilities to provide opportunities to engage in sport & dance with young people from a mainstream environment to support integration and understanding; 4. Target groups with disabilities and introducing them to non-contact boxing through our boxing strategy & boxing coaches; 5. Provide specific training to coaches and volunteers on the inclusiveness of those with disabilities in sport. Providing an annual calendar for training for those involved in sport; 6. Recognise those with disabilities and those who coach participants with disabilities at our annual sports awards, promoting inclusiveness across the city using social media and the press; 7. Promote and support Active Communities to engage with groups with disabilities. To exceed the current 9% opportunities over the next phase; and 8. Continue to exceed Active Communities disability targets. Supported with management and financial resources. <p><i>Armagh, Banbridge and Craigavon Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Develop a Sports Development Strategy for the development of sport and physical activity in the Borough for 2015 – 2019 which is embedded within the Corporate Plan which sets a high priority for inclusivity for all under-represented groups. 2. Continue to support the use of Inclusive Fitness Project by people with a disability; 3. Continue to play a lead role in the Sport and Leisure Users Group (SLUG) which is a forum established by Sports Development, comprised of local disability groups and statutory agencies, and which seeks to promote and develop opportunities for participation in sport and physical activity 	<p>SNI, PHA, DSNI, governing bodies of sport, local sports clubs, Special Olympics.</p>	<p>2015-2019</p>
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	<p>for people with disabilities. Sports Development and SLUG are also partners with the Fit4U Disability Project which is led by the Southern Health Trust;</p> <p>4. Delivery of structured and competitive opportunities for people with disabilities including the Get Active Disability events, Monthly Boccia Leagues, Disability Summer Schemes and mental health initiatives such as the Kickback project which engages with young men who have been long-term unemployed.</p> <p><i>Derry and Strabane Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Continue to meet KPI's as established through Active Communities –specifically focusing on disability participation; 2. Continue to provide training opportunities and support to local clubs to ensure they are accessible for people with disabilities; 3. Work in partnership with the Public Health Agency to deliver programmes such as PARP and the Pulmonary Rehab programme; 4. Ensure that any new facility development to comply with DDA regulations; and 5. Provide opportunities to access funding/grants to assist programme delivery. <p><i>Mid and East Antrim Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Explore funding opportunities for the continuation of the Active Communities programme across borough; 2. Work with relevant agencies to provide opportunities for people with disabilities; 3. Develop a network of disability sports clubs at a local level; 4. Promote training opportunities for those interested in coaching people with a disability; and 	<p>SNI, DSNI, PSNI, Governing bodies of sport, Sports Advisory Councils.</p>	<p>2015-2019</p> <p>2015-2019</p>
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		5. Offer a range of activities at local leisure facilities for people with disabilities.		
Northern Ireland Sports Forum (NISF)		NISF will contribute to this target by improving the awareness and understanding of Sports Matters with governing bodies of sport to ensure their planned activities are aligned to the high level targets and key steps within the strategy	SNI, Governing Bodies of sport.	2015-2019
Northern Ireland Environment Agency (NIEA)		<p>NIEA will continue to provide public access to the countryside for outdoor physical recreation at its seven country parks and to facilitate walking at many of its nature reserves. Country Park facilities include mown grass areas for informal games, extensive path networks, many of them DDA-compliant, sensory trails, trim trails, cycle paths, bridle paths and bathing beaches.</p> <p>NIEA will seek to secure funding for and, if successful, enhance the outdoor recreation and activities infrastructure for those with disabilities at its country parks and suitable nature reserves.</p> <p>As resources permit, NIEA will organise events at its properties, including walks, and will encourage and facilitate others organising sponsored walks and outdoor recreational activities for those with disabilities at its properties.</p> <p>NIEA will seek to establish partnerships with other bodies to facilitate affordable transport to its country parks for those with disabilities.</p> <p>NIEA will continue to work towards delivery of the targets of the Outdoor Recreation Action Plan (ORAP) and embed delivery in any future grant funding programmes.</p>	DC's (11), National Lottery, SNI, PHA ORNI.	2015-2019
Student Sport Ireland (SSI)		SSI will contribute towards the engagement with relevant services and bodies promoting inclusiveness to identify participation opportunities for disabled students in all target markets (e.g. mature, disability, international and access students) in order to achieve this target.	SSI.	2015-2019

<p>Department for Social Development (DSD)</p>	<p>DSD would be supportive of providing continued support for sports projects, including sport in the community and Special Olympics Ulster. As the Department moves to the new Department for Communities it is envisaged that DSD will continue support for this project post March 2016 subject to available budgets, resources and the outcome of an economic appraisal.</p>	<p>SNI, DC's (11), Special Olympics Ulster.</p>	<p>2015-2019</p>
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Target Number:	PA11
Target Details:	By 2019 to deliver at least a 6 percentage points increase in participation in sport and physical recreation among older people (from the 2011 baseline).
Target Deadline:	2019 (Long Term)

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Sport Northern Ireland (SNI)	<p>SNI will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Delivery of a sports development support service to local communities that provides expert advice, guidance, resources and capacity building to grassroots communities; 2. Influence and support the development of 11 district council community plans; 3. Promote and support the delivery of NI's Outdoor Recreation Action Plan; 4. Develop and launch a new community participation initiative that increases quality opportunities for targeted groups to start and sustain participation in sport; and 5. Work with a range of partners to deliver interventions aimed at improving access to and participation in sport among targeted groups, and building good relations through sport. 	DRD, PHA, Tourism NI NIEA, DC's (11), governing bodies of sport, local Sports clubs, community and voluntary groups, disability sports sector and public landowners.	2015-2020
Age NI (ANI)	<p>ANI will contribute to this target by overseeing the delivery of its strategic aim (2015-2020) for older people of 'staying well feeling good'. Key outcomes for older people include the following:</p> <ul style="list-style-type: none"> o To have an improved quality of life; o To maximise independence; and o Older people enjoy better health for longer. 	All relevant Government Departments and agencies.	2015-2019
Disability Sport Northern Ireland (DSNI)	<p>DSNI will develop and implement its a new Strategic Plan for the period 2015 – 2020. The plan outlines four strategic priorities, all designed to tackle and address the high level of inequality experienced by people with disabilities in accessing sports and</p>	SNI, DC's (11), governing bodies of sport, Sports local sport clubs and	2015-2020

	<p>physical activity opportunities.</p> <p>Because of the high correlation between age and disability, the implementation of the plan, while specifically targeting people with disabilities, will also contribute to increasing participation rates in sport and physical recreation among older people.</p>	disability organisations	
Ulster Council Gaelic Athletic Association (UCGAA)	UCGAA will continue to target and support affiliated clubs to provide opportunities for older people to take part in other types of physical activity that can take place in the club premises. In addition, UCGAA will continue to promote the Scór Programme as one way of involving and improving the health and wellbeing of older people.	ANI, local sports clubs, community and voluntary groups.	2015-2019
Outdoor Recreation Northern Ireland (ORNI)	All the actions detailed by ORNI in PA7 also apply to this target.		
Public Health Agency (PHA)	<p>PHA will continue to support increased participation in physical activity among older people through a range of investments including training courses and programmes such as;</p> <ul style="list-style-type: none"> o Moving more often; o Tai Chi; o Chi Me; o Boccia; o Inclusive Skills; o Walking for Health; o 10,000 steps; and o Allotment Projects. <p>PHA will implement a standardised Physical Activity Referral Programme across Northern Ireland.</p>	DC's (11), H&SC Trusts, HLC's, Primary Care, relevant community and voluntary sector organisations.	2015-2019
SkillsActive (SA)	<p>Through the Register of Exercise Professionals, SA will introduce an additional 'Older adults' category and endorsed a linked continued professional development qualification.</p> <p>SA participate in the London Dementia Action Alliance and nationally on the Dementia-Friendly Community Group on Maintaining Personal Wellbeing. Along with this we are partners on the PAHA (Promoting Physical Activity and Health in Aging) project – funded by EU with 9</p>	DC's (11), sport and leisure sector.	2015-2019

	<p>partner organisations across Europe. The aim is to develop an intervention to get previously inactive 55-65 year olds taking part in Health Enhancing Physical Activity (HEPA).</p>		
<p>Chief Leisure Officers Association (CLOA)</p>	<p>CLOA will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Work with relevant agencies to provide opportunities for older people; 2. Provide incentives and offer a range of activities at local leisure facilities for older people; 3. Support events and programmes such as Millennium bowling tournament, Walking groups and fit and active (over 50's) programme; 4. Increase participation through the Active Communities Programme; and 5. Partnership working with local care homes and community / voluntary groups to deliver taster sessions with people over 50 years of age. <p><i>Belfast Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Ensure all of the community is provided for in developing new and appropriate provisions; 2. Manage facilities which are fit for purpose, shared, attractive and welcoming, with proactive community outreach and marketing; 3. Increase older persons participation in sport and physical activity by 8% or more over the remaining phase of Active Communities; 4. Provide financial support at local level to engage the older community in physical activity; 5. Continue to support clubs that engage the older community e.g. bowls & walking clubs, and promote links to help increase participation levels in these areas. <p>Council will continue to promote healthier lifestyle choices for these groups through our holistic festivals and cycle to work programmes.</p>	<p>SNI, PHA, ANI, governing bodies of sport, local clubs, community and voluntary groups.</p> <p>Active Belfast Ltd, Greenwich Leisure Ltd</p>	<p>2015-2019</p> <p>Annually</p>

	<p><i>Armagh, Banbridge and Craigavon Council</i> will contribute to this target by delivering the following actions:</p> <ol style="list-style-type: none"> 1. Continue delivery Active Communities Programme; 2. Invest and support in over 50's club; 3. Delivery of structured competitive opportunities for older people including annual Sportsfest events; and 4. Work in partnership with the Southern Health Trust to provide walking opportunities and leadership qualifications. <p><i>Mid and East Antrim Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Explore funding opportunities for the continuation of the Active Communities programme across borough; 2. Work with relevant agencies to provide opportunities for older people; and 3. Provide incentives and offer a range of activities at local leisure facilities for older people. 	<p>SNI, PHA, ANI, SHT, governing bodies of sport, local clubs, community and voluntary groups.</p> <p>NICVA, Actively Aging Well, PHA, SNI, Governing Bodies of sport, community/voluntary sector.</p>	
<p>Northern Environment Agency (NIEA)</p>	<p>Ireland Agency</p> <p>NIEA will continue to provide free or very modestly-priced public access to the countryside for outdoor physical recreation at its seven country parks and to facilitate walking at many of its nature reserves. Country Park facilities include mown grass areas for informal games, extensive path networks, many of them DDA-compliant, sensory trails, trim trails, cycle paths, bridle paths and bathing beaches.</p> <p>NIEA will seek to secure funding for and, if successful, enhance the outdoor recreation and activities infrastructure suitable for the elderly at its country parks and suitable nature reserves.</p> <p>As resources permit, NIEA will organise events at its properties, including walks, and will encourage and facilitate others organising sponsored walks and outdoor recreational activities for the elderly at its properties.</p> <p>NIEA will seek to establish partnerships with other bodies to facilitate affordable transport to its country parks for the elderly.</p>	<p>DC's (11), National Lottery, SNI, PHA, ORNI.</p>	<p>2015-19</p>

	NIEA will continue to work towards delivery of the targets of the Outdoor Recreation Action Plan (ORAP) and embed delivery in any future grant funding programmes.		
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Target Number:	PE12
Target Details:	By 2010 to have a fully operational Sports Institute that supports 100 athletes per annum to achieve improved high performance sport outcomes.
Target Deadline:	TARGET ACHIEVED

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Ulster Council Gaelic Athletic Association (UCGAA)	UCGAA will continue to support talented athletes to engage the services made available through the Sports Institute. At present, UCGAA has two athletes in the Sports Institute [one female and one male] that are preparing for the World Championships in Canada in August 2015.	SNI.	2015-2016
Chief Leisure Officers Association (CLOA)	<p><i>Antrim and Newtownabbey Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Grant support for potential elite athletes and clubs; 2. Promotion and highlighting of elite sport through programme such as the sports awards; 3. Regional development squads in cricket and football 4. Venues which are suitable for elite participation; and 5. Actively making venues available for elite participation. <p><i>Armagh, Banbridge and Craigavon Council</i> – the Armagh Sports Forum currently offers a bursary/silver card for all talented/elite performers from the area.</p> <p><i>Belfast Council</i> will continue to manage and deliver the Support for Sports fund and support regional development squads and elite performers within the city to focus on training and compete at an international level through the provision of grants and accessible coaching sessions.</p>	Governing bodies of sport, local sports clubs.	2015-2019 Annually

Student Sport Ireland (SSI)	SSI will ensure maximum representation by athletes in elite national and international competition	Member institutions, Sport Ireland, SNI, Governing Bodies of sport.	2015-2019
Irish Football Association (IFA)	IFA will contribute to this target by investing in a National Training Centre (Sub-Regional Project).	SNI	2016-2019

Target Number:	PE13
Target Details:	By 2010 to win at least five medals at the Delhi Commonwealth Games
Target Deadline:	TARGET ACHIEVED

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Chief Leisure Officers Association (CLOA)	<p><i>Antrim and Newtownabbey Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Grant support for potential elite athletes and clubs; 2. Promotion and highlighting of elite sport through programme such as the sports awards; 3. Regional development squads in cricket and football; 4. Venues which are suitable for elite participation; and 5. Actively making venues available for elite participation. 	Governing bodies of sport, local sports clubs.	2015-2019 Annually

Target Number:	PE14
Target Details:	By 2015 to ensure that all Sport Northern Ireland funded governing bodies and sporting organisations are 'fit for purpose' organisations.
Target Deadline:	2015 (Medium Term)

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Sport Northern Ireland (SNI)	<p>SNI will contribute to this target by delivering on the following key actions:</p> <p>UK RECOGNITION POLICY</p> <ol style="list-style-type: none"> 1. To continue to implement a policy of recognising governing bodies of sport using criteria that demonstrates that minimum governance and operating standards are in place. <p>AUDITS OF GOVERNING BODIES OF SPORT</p> <ol style="list-style-type: none"> 2. To undertake audits of governing bodies that are funded by SNI through PerformanceFocus and that have not yet reached a "Satisfactory/Substantial" assurance rating. To then work with those governing bodies as necessary to ensure they can reach that assurance rating in the future. <p>GOVERNANCE AND CULTURE</p> <ol style="list-style-type: none"> 3. To work with all governing bodies funded through PerformanceFocus to support them in undertaking an annual Self Evaluation of their Governance and Culture and to take forward actions that will improve existing standards whilst being mindful of proportionate development. <p>LEADERSHIP DEVELOPMENT</p> <ol style="list-style-type: none"> 4. To provide training opportunities for 15 leaders within governing bodies to develop their leadership ability within their organisation. 	UK Sport, Governing bodies of sport, NISF.	2015-2019

	<p>GOVERNANCE NETWORK</p> <p>5. To develop the Governance Network to support Boards within Governing bodies to raise and/or maintain governance standards within their sports;</p> <p>6. To consult with the sport section in considering the added value of launching a Code of Good Governance for the sport sector building on similar codes.</p> <p>ANTI-DOPING</p> <p>7. To implement the Pure Winner strategy in order to ensure that Governing Bodies and other key organisations understand their responsibilities in relation to the WADA Code and provide accurate education and guidance to their athletes' coaches and support personnel.</p>		
Ulster Council Gaelic Athletic Association (UCGAA)	UCGAA has moved to the highest governance rating by SNI. The organisation has a good reporting structure internally through to National GAA with several members and staff sitting on Provincial and National Committees. In addition, it has good governance structures and sound policies and procedures around procurement, recruitment, staff development. Accounts are externally audited and annual congress and convention provides a platform for reporting and accountability to members. UCGAA will continue to maintain these high standards in the future.	SNI.	2015-2019
IFA	<p>IFA will contribute to this target by delivering on the following actions:</p> <p>1. Improving and developing good governance in clubs; and</p> <p>2. Delivering club education on best practice planning and management.</p>	SNI	2015-2019
SkillsActive (SA)	SA will continue to encourage governing bodies of sport to avail of accredited e-learning tools to enhance their management and governance capacity via their Quality Training Portal which contains 4,000 training units. SA will also continue to widen reach and open new markets by developing and promoting their online training platform which currently has 9,000 online learners undertaking	SNI, Governing bodies of sport.	2015-2019

	<p>training.</p> <p>SA will continue to work with SNI to identify opportunities for collaboration in the area workforce development solutions such as 'Governance – ensuring fit for purpose, skill-based Boards' model of good practice.</p>		
UK Sport (UKS)	<p>UKS will continue to share its best practice in improving the governance of funded organisations, to drive up standards of good governance and help ensure, as appropriate, a consistent approach across Home Country Sports Councils. In particular:</p> <ol style="list-style-type: none"> 1. Leadership: building the capacity, qualities and behaviours of NGB Boards, Chairs and CEOs through the joint HCSCs Leadership Development Programme; 2. Corporate Governance: sharing best practice and specific intelligence on jointly funded organisations to help ensure that all funded bodies develop, improve and drive change as a result of operating to a robust governance, compliance and decision-making process; and 3. Standards: Work with Sport NI to champion best practice and drive the continuous improvement of standards within funded partners, including equality and diversity through the Sports Council Equality Group (SCEG), safeguarding, conduct and doping-free sport. 	Home Country Sports Council, Governing bodies of sport.	2015-2019
Ulster Branch Irish Rugby Football Union - (UBIRFU)	UBIRFU will continue to work with SNI in the areas of governance, equity and safeguarding to ensure compliance and will also continue to undertake annual internal and external audits to review processes and procedures.	SNI.	2015-2019 Annually
Chief Leisure Officers Association (CLOA)	<p><i>Antrim and Newtownabbey Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Ensure that all groups seeking funding, extended lets and award status are affiliated to a governing body who are recognised by SNI; 2. Ensure that all sporting organisations adhere to governing body model of best practice and have the correct governance 	SNI, GLL, governing bodies of sport, local clubs and schools.	2015-2019

	<p>in place.</p> <p><i>Belfast Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Continue to promote and support the use of club development plans within local sports clubs. Facilitating sessions to create a plan and the encouragement of full club ownership and delivery of an effective plan; 2. Promote the Clubmark Scheme to ensure quality assured clubs are accessible within the city and linked up to local schools. It will endeavour to promote the benefits of Clubmark clubs to the general public and raise the profile of the Clubmark logo; 3. Provide a high quality and accessible coach education programme city wide, to club coaches to ensure they can provide informed and up to date training sessions for participants; and 4. Provide financial support for clubs through the Support for Sport scheme focussing on club development activities and prioritised for clubs with Active Club development plans. <p><i>Derry and Strabane Council</i> will support clubs to meet the minimum requirements both in relation to Council funding and external funding and also assist in the delivery of 'Clubmark' initiatives through the North West Coaching Network.</p>		
Northern Ireland Sports Forum (NISF)	<p>NISF will work to retain the highest level of assurance as example of best practice to member bodies.</p> <p>NISF will work to improve standards of governance and assurance for member bodies (funded and non-funded) by delivering 3 seminars per annum and supporting member bodies on areas that relate to governance improvement along with further support in safeguarding, disciplinary procedures.</p>	SNI, governing bodies of sport.	2015-2019
Student Sport Ireland (SSI)	SSI will establish Finance and Risk Management Committee to review all SSI operations, undertake an audit of company finances, policies and procedures and coordinate an implementation plan to	Sport Ireland.	2015-2018

	<p>ensure the Association is meeting all its legal and social responsibilities</p> <ol style="list-style-type: none"> 1. A review of the Strategic Plan Objectives, which will feed into the overall mid-term organisational review; 2. Development of a work programme, identifying key actions to be undertaken including the area of revenue generation; 3. Work is also underway to ensure compliance with the Sport Ireland Code of Practice; and 4. Governance and opportunities are being investigated with regard to availing of training and services under the Sport Ireland Organisational Capability Building Strategy 2014 – 2018. 		
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Target Number:	PE15
Target Details:	By 2014 to win at least five medals at the Glasgow Commonwealth Games.
Target Deadline:	TARGET ACHIEVED

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Chief Leisure Officers Association (CLOA)	<p><i>Antrim and Newtownabbey Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Grant support for potential elite athletes and clubs; 2. Promotion and highlighting of elite sport through programme such as the sports awards; 3. Regional development squads in cricket and football; 4. Venues which are suitable for elite participation; and 5. Actively making venues available for elite participation. 	Governing bodies of sport, local sports clubs.	2015-2019 Annually
Student Sport Ireland (SSI)	<p>SSI will work with relevant governing bodies of sport to oversee the development and implementation of elite athlete performance plans.</p> <p>SSI will also investigate the potential for development of educational pathway for CAO elite identification national support system and ensure maximum representation by athletes in elite national and international competition.</p>	Governing bodies of sport, Member institutions.	2015-2019

Target Number:	PE16
Target Details:	By 2019 to have implemented nationally recognised coach accreditation systems in all Sport Northern Ireland funded governing bodies.
Target Deadline:	2019 (Long Term)

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Ulster Council Gaelic Athletic Association (UCGAA)	UCGAA is linked closely with the National GAA Coach Accreditation Programme. This programme is externally accredited and quality assured by Coaching Ireland. Other bespoke programmes have been developed by Ulster GAA. These are accredited through the Open College Network NI, Quality Assured by External Examiners and delivered by accredited GAA and OCN Tutors. As we move forward, UCGAA will work to externally accredit more qualifications that can sit on the Qualifications Credits framework (QCF) and the National QCF as they give the volunteer some qualifications with currency on an external framework.	OCN, Sport Ireland.	2015-2019
SkillsActive (SA)	<p>SA will continue to work with governing bodies of sport and awarding organisations to ensure their in-house training is fit for purpose and where appropriate linked to nationally recognised coach accreditation systems and qualification systems and the National Occupational Standards (NOS):</p> <ul style="list-style-type: none"> o Supporting GAA completion of Level 2 qualifications on to the Qualifications and Credits Framework (QCF); and o Supported development of the proposed OCN NI Level 3 Diploma qualifications. <p>SA will continue to work with ScUk and UKS to ensure that qualifications linked to the accreditation system are based on the relevant National Occupational Standards (NOS). SA will ensure that governing bodies are consulted on any new or revised National Occupational Standards (NOS).</p>	Governing bodies of sport.	2015-2019

<p>Sports Coach UK (ScUK)</p>	<p>ScUK will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Ongoing support to the SNI Coaching Awards through the development of a Coach Development Bursary for all award winners. ScUK to provide partnership funding to support CPD and training costs for all Coach of the Year award winners. Alignment to Profile and Recognition objectives within the UK Coaching Framework; 2. Develop a Sports Coach UK Workshop Taster event to raise awareness of Sports Coach UK workshops and themes with Coaches, Coach Managers and Professional Staff. SportscUK to work with SNI staff to develop workshop taster events and increase the knowledge of Sports Coach UK workshops across the coaching workforce. Long term strategy to increase the use of Sports Coach UK workshops across Northern Ireland; 3. Identified SNI and Governing Body staff to be submitted onto the UKCC Lead Officer Training Course for 2015-16. Sports Coach UK to provide a training programme for identified staff who are involved in the development of the coaching workforce, learning programmes, qualifications and CPD. Increase UKCC expertise within Northern Ireland and lead to the development of coach education programmes from the within the NI Governing Body Coaching Systems; 4. Development of e-learning platforms aligned to the SNI website to provide online CPD solution and modules for all coaches. ScUK/ Coachwise to provide a SNI branded portal which will include links to online CPD programmes including Positive Behaviour Management, How to Coach and Safeguarding. Collaborative work to provide more accessible and affordable CPD for coaches; and 5. Provide a data management system to support the collation of data from coaches across a number of identified Governing Bodies. ScUK to work with Active Network to provide a data management system that initially support Basketball NI and Ulster Hockey. ScUK to explore sustainable funding options if required. A data management system will provide SNI and associated governing bodies of sport with strong data on the 	<p>SNI, Active Network, governing bodies of sport, Coachwise.</p>	<p>2015-2019</p>
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	coaching workforce and allow them to plan coach education programmes appropriately.		
UK Sport (UKS)	UKS will support High Performance coaching through investment in ScUK. UKS currently invests in ScUK in part to support the development of coach accreditation systems in funded sports. At present, UKS expects such work to be channelled exclusively through the UK governing body of a relevant sport.	SNI, ScUK.	2015-2019
Ulster Branch Irish Rugby Football Union (UBIRFU)	<p>First two coach education courses on IRFU Coach Education Pathway have been verified by Quality & Qualifications Ireland (QQI) and have been placed on the National Framework for Qualifications (Ireland).</p> <p>UBIRFU will work towards verification of these courses by OFQUAL in Northern Ireland.</p> <p>UBIRFU is currently consulting with NOCN to validate the awards and place them on the NQF (National Qualifications Framework) available for UK students.</p>	SNI, Sport Ireland.	2015-2019
Chief Leisure Officers Association (CLOA)	CLOA will work to maximise opportunities for people to obtain qualifications and local employment in the sport and leisure industry and contribute to wider social, environmental and economic regeneration outcomes, linked to emerging council based community plans.	SNI, governing bodies of sport, ScUK.	2015-2019 Annually
Northern Ireland Sports Forum (NISF)	NISF is in a position to create communication links for governing bodies of sport, many of which operate under either UK or Irish jurisdictions to help work towards a Northern Ireland specific coaching and accreditation framework.	SNI, Sport Ireland, ScUK.	2015-2019

Target Number:	PE17
Target Details:	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.
Target Deadline:	2019 (Long Term)

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Sport Northern Ireland (SNI)	SNI will continue to invest in governing bodies and other key organisations in order to achieve agreed performance targets that reflect athlete progress and medal success. During 2015 – 2017 to review the current investment methods and launch a revised way of working from April 2017, that builds on past progress and lessons learned.	UKS, Sport Ireland, IIS, BOA, OCI, NICGC and governing bodies of sport.	2015-2019
Disability Sport Northern Ireland (DSNI)	<p>As part of the organisation's new Strategic Plan for the period 2015 – 2020, DSNI has agreed a key strategic priority concerned with developing performance pathways, facilities and support programmes which enable people with disabilities to achieve higher levels of performance in their sport.</p> <p>Specific actions related to achieving this strategic priority include:</p> <ol style="list-style-type: none"> 1. A programme concerned with supporting Governing Bodies of Sport to develop performance pathways and facilities which are fully inclusive of disabled athletes; 2. The development of well-structured performance pathways and support programmes for the disability specific sports of Boccia and Wheelchair Basketball; and 3. An athlete support programme which will include the provision of performance, funding and classification advice and management support to talented disabled athletes. <p>Between April 2009 and March 2015, athletes with disabilities from Northern Ireland secured 74 medals at European, World or Paralympic level competitions. DSNI will work to ensure that similar levels of success are realised for the period 2015 – 2020..</p>	SNI, governing bodies of sport, local sports clubs and disability organisations.	2015 - 2020

Ulster Council Gaelic Athletic Association (UCGAA)	<p>UCGAA do not contribute to this target.</p> <p><i>Note. The highest level in their sport is All Ireland Senior Success. In 2014-2015 Donegal reached the All Ireland Senior Football Final – 2013-2014 Down All Ireland Football – Christ Ring winners. In Handball, Paul Brady won the 2013 World Open Singles crown, defeating American Luis Moreno 21-19, 21-10 in a magnificent final watched by 4,000 fans in City West, Dublin. Two weeks later, he defeated Charly Shanks in the final of the Simple Green US Open in Los Angeles. Aisling Reilly is the current World Single Ladies Champion following her recent success in the World Championships held in Canada during August 2015.</i></p>	N/A	N/A
Sports Coach UK (ScUK)	<p>In collaboration with UKS, ScUK will be delivering the Aspire programme to Northern Ireland coaches. Over a 20 month period the coaches will engage in an orientation day, six two day workshops, and a celebration event. The coaches will also undertake a 360 degree online review, interact with a community of practice, hear from industry experts and meet experienced coaches from talent and performance domains.</p>	SNI, UK Sport	2015-2017
UK Sport (UKS)	<p>Northern Irish athletes who are part of the UK Sport World Class Programme (WCP) benefit from WCP funding and services in the same way as athletes from any of the other home countries. UKS will seek to ensure that SNI funding underpins and is consistent with that provided through the UKS WCP.</p> <p>Having reviewed its investment strategy in the light of a public consultation exercise that took place in late 2014, UKS has agreed the following principles to guide its approach to the Tokyo cycle 2017-21:</p> <ol style="list-style-type: none"> 1. Olympic and Paralympic Impact - UKS will invest in high performance programmes that impact on the nation through success at the Olympic and Paralympic Games; 2. International Medal Success - UKS will target investment at athletes and teams who are achieving, or demonstrate the potential to achieve, the highest levels of performance (defined by medal success at the Olympic and Paralympic Games); 	SNI, Governing bodies of sport.	2015-2019

	<ol style="list-style-type: none"> 3. Strategic Investment – UKS will strategically invest in sports, partners and people and works in partnership to develop, deliver and enhance the delivery of world class services. UK Sport invests directly in eligible athletes to ensure they are able to make, or prepare to make, the necessary full-time commitment to training and competition; 4. Prioritisation – UKS will prioritise resources to secure the greatest impact from public investment. This is achieved through the application of a merit table approach. In addition sports are expected to co-fund with resources only released where there is evidence of financial need; 5. Performance Pathway - UKS will invest to enable National Governing Bodies to develop a Performance Pathway in which athletes and teams receive an intensive programme of support for a sustained period; 6. Culture of Responsibility, Accountability & Partnership - UKS is responsible and accountable for investing strategically in the success of this high performance system, and driving a winning culture. Clear agreements with athletes, sports and partners set out expectations, in particular ensuring that the determination to win is set in the context of high standards of professional and ethical conduct; and 7. Culture of World Class - UKS expects athletes, National Governing Bodies and partners to engage in an open, transparent and honest working relationship, aimed at innovation and continual improvement. <p>UKS will further develop its scalable, meritocratic approach to prioritising its investment (in order to manage a finite budget) and will explore how medallists and grass-roots participation can be factored in if there is a need to differentiate between sports of equal medal potential and for any deeper investment. UKS will work with the Home Country Sports Councils using their measures of participation to inform this work.</p>		
<p>Irish Rugby Football Union - Ulster Branch (UBIRFU)</p>	<p><u>TALENT SYSTEM DEVELOPMENT</u> UBIRFU will continue to develop its formal player development pathway from U16 clubs and schools Regional Development Squad through age grade representative teams into the Ulster Academy</p>	<p>IRFU, Local sports clubs and schools.</p>	<p>2015-2019 Annually</p>

	<p>and Professional Game.</p> <p>Output will be measured via individual and team performance, which is linked to the provincial and international representative age grade squads feeding into the academy and professional game.</p> <p><u>TALENT SPOTTERS INITIATIVE</u> This programme will continue to create a system to help identify young players of outstanding potential and to involve them in a personally tailored programme designed to foster, nurture and assist them attain excellence and to ensure the continuous flow of quality indigenous rugby players to Provincial, European and International standards.</p> <p><u>WOMENS RUGBY</u> Through the employment of a dedicated Female Rugby Officer, UBIRFU will continue to develop the women’s game at youth and adult level and support initiatives that identify and develop players with the capacity and capability to play for Ireland at 7s and 15s level.</p>		
<p>Chief Leisure Officers Association (CLOA)</p>	<p><i>Antrim and Newtownabbey Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Grant support for potential elite athletes and clubs; 2. Promotion and highlighting of elite sport through programme such as the sports awards; 3. Regional development squads in cricket and football; 4. Venues which are suitable for elite participation; and 5. Actively making venues available for elite participation. <p><i>Armagh, Banbridge and Craigavon Council</i> – the Armagh Sports Forum currently offers a bursary/silver card for all talented/elite performers from the area.</p> <p><i>Belfast Council</i> will continue to manage and deliver the Support for Sports fund and support regional development squads and elite performers within the city to focus on training and compete at an international level through the provision of grants and accessible</p>	<p>Governing bodies of sport, local sports clubs.</p>	<p>2015-2019</p> <p>Annually</p>

	coaching sessions.		
Student Sport Ireland (SSI)	SSI member institutions will continue to invest in elite athletes and associated high performance programmes alongside Academic flexibility and other associated support systems.	Members institutions, Governing bodies of sport.	2015-2019
Northern Ireland Commonwealth Games Council (NICGC)	The NICGC will deliver a Northern Ireland team to the 2018 Commonwealth Games in Gold Coast, Australia. Working with SportNI and other partners, support will be provided to governing bodies to ensure that this team is prepared to the highest possible standards in order to increase medal potential.	SNI, Governing bodies of sport.	2015-2018

Target Number:	PE18
Target Details:	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
Target Deadline:	2019 (Long Term)

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Department of Education (DE)	DE will continue to support the Curriculum Sports Programme [which is delivered by the IFA and UCGAA on behalf of the Department] and provide for 52 qualified coaches in these organisations to deliver the programme to pupils in Foundation stage and Key Stage 1 in primary schools and therefore contribute to this target (PE18a)	UCGAA, IFA.	2015-2019
Ulster Council Gaelic Athletic Association (UCGAA)	UCGAA currently invests in 96 paid coaches that work within the Association at County and Provincial Levels. UCGAA estimate that it has 7,500 (based on 2014-2015 figures) volunteer coaches working across the Province.	County boards, local sports clubs.	2015-2019
SkillsActive (SA)	SA will work with Higher & Further Education Institutions to ensure their courses are vocationally relevant and include employability skills and other relevant coaching competencies where appropriate. SA will encourage use of Activepassports (on-line verified record of skills and qualifications) to support the accreditation process.	Further Education/Higher Education.	2015-2019
Sports Coach UK (ScUK)	ScUK will contribute to this target by delivering the following key actions: 1. Development of a Northern Ireland specific Participation workshop to support National Governing Bodies of Sport and Coach Managers involved in the Active Clubs programme. This will increase the understanding of participation motivations across the coaching workforce in both adult and	SNI, Governing bodies of sport.	2015-2016

	<p>young people populations. ScUK will contribute by providing technical expertise to NGB staff and Coach Managers involved in the Active Club Programme and through the development of bespoke Participation workshops to meet the needs of coaches working across Northern Ireland;</p> <ol style="list-style-type: none"> 2. Tutor Orientations of identified staff from SNI and governing bodies of sport to support the delivery of the 'How to deliver engaging sessions to Adults/Young People' workshops. ScUK Participation technical lead officer to deliver workshop orientations and ongoing support to identified tutors; 3. Analysis of the 2015 ScUK Coaching Panel Research including 508 responses from Northern Ireland coaches. ScUK to provide a breakdown of statistical and anecdotal data to the SNI Coaching Network including coaching insight linked to gender, disability, age ranges, activity levels, employment status and CPD preferences. This information will allow SNI and the Northern Irish Governing Bodies of Sport to have a greater understanding of their coaching workforce, allow them to target certain gaps in the market and provide more appropriate CPD and training opportunities that meet the coach's needs. A more appropriately skilled and qualified workforce will hopefully lead to an increase in participation across both adult and young people populations; 4. Start to assess data collected as part of the SNI Coaching Legacy programme. Understand needs, motivations, barriers from coaches involved in the Coaching Legacy programme. Start to unpick data already collected in year one and repeat exercise once year data has been collated. Compare data from across the years and the different sports involved in the programme. Assess which sports have had the biggest impact? ScUK to provide technical research support and provide a sustainable monitoring and evaluation toolkit which can be used by SNI staff in the future'; 5. Ongoing support to the SNI Coaching Awards through the development of a Coach Development Bursary for all award winners. ScUK to provide partnership funding to support CPD and training costs for all Coach of the Year award winners. Alignment to Profile and Recognition objectives within the UK Coaching Framework; 		
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	<p>6. ScUK to become an official planning and delivery partner for the 2016 Talent Coaches Conference. ScUK to provide technical guidance on Talent workshops and themes to support the conference including key note speakers and workshop deliverers. Outcome to support the development of Talent coaches from across Northern Ireland to improve the performance of athletes in the various Governing Body Talent pathways; and</p> <p>7. Review the Talent workshops / themes being delivered as part of the Talent Hub offer including ScUK Talent Foundation Series. ScUK to provide training support and material for talent workshops to support 'in house' delivery from SNI staff. Training and CPD opportunities to be self-sustaining across Northern Ireland providing a workforce of Talent Tutors and appropriately skilled coaches.</p>		
Ulster Branch Irish Rugby Football Union (UBIRFU)	<p>UBIRFU does not currently collect information relating to the number of paid coaches working within the sport.</p> <p>UBIRFU will undertake an annual audit of coaches operating in clubs and schools we can estimate the number of active coaches currently involved in the game.</p>	Local rugby clubs and schools.	2015-2019 Annually
Chief Leisure Officers Association (CLOA)	<p><i>Antrim and Newtownabbey Council</i> will contribute to these targets by delivering on the following key actions:</p> <ol style="list-style-type: none"> 1. Providing opportunities for local coaches to be paid through council let programmes such as the Wildcats, Multi-sports camps and IFA soccer weeks; 2. Individual Grants for staff/coaches for further development i.e. Gateway to coaching awards scheme; 3. Development of youth coaching programme and opportunities in clubs and council led programmes; 4. Grants for volunteers for further development their coaching qualifications and experience; 5. Community based coaching programmes; 6. Development of Volunteering opportunities i.e. parkrun community; 7. Work with and support all relevant agencies to develop 	SNI, governing bodies of sport.	2015-2019

	<p>opportunities; 8. Identify and train future coaches; and 9. Promote coaching at a local level through funding and recognition at awards evenings etc.</p> <p><i>Belfast Council</i> will contribute to these targets by delivering on the following key actions:</p> <ol style="list-style-type: none"> 1. Maximise opportunities for Belfast residents to obtain qualifications and local employment in the sport and leisure industry and contribute to wider social, environmental and economic regeneration outcomes, linked to the Council's emerging community plan; 2. Continue to provide office accommodation and administrative support to 3 grassroots Development Officers. These shall be accommodated at Avoniel, Ballysillan and a third to be agreed with the Service Provider and IFA; 3. Provide support for 4 health referral coaches through the Active Communities programme; 4. Continue to develop programmes that engage participants in sport with the use of paid coaches including elite performance coaches and local level coaches across the city; 5. Engage Clubmark clubs on a voluntary basis to provide free try it sessions to primary aged children is an ongoing priority for BCC; 6. Continuous work with schools and club to identify and develop pathways into sport will take place. The impact of these pathways will be monitored to allow the project to grow and develop. <p><i>Mid and East Antrim Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Work with and support all relevant agencies to develop opportunities; 2. Identify and train future coaches; 3. Promote coaching at a local level through funding and recognition at awards evenings etc (PE18a) 4. Promote the ethos of volunteering and work with the various 	<p>IFA, Active Belfast Ltd, Greenwich Leisure Ltd.</p> <p>SNI, DSD, Sports clubs, Sports Advisory Councils</p>	
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	agencies (PE18b).		
Student Sport Ireland (SSI)	<p>SSI will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Nurturing and developing our continued approach to NGB official training courses in third level education; 2. Continued development of student coaches in all codes; and 3. Delivery of referee, official, umpire training and coach development programme (regionalised) for third level students, with shared coaching programmes, venue provision by member institutions etc. 	SSI, SNI, Sport Ireland, Governing bodies of sport.	2015-2019

Target Number:	PE19
Target Details:	PE19a - By 2016 to have 15-20 athletes qualify for the Rio Olympic and Paralympic Games. PE19b - By 2018 to win at least XX medals at the Gold Coast Commonwealth Games (Note: unable to confirm medal target at this stage)
Target Deadline:	2016 & 2018 (Long Term)

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Sport Northern Ireland (SNI)	<p>SNI will contribute to this target by delivering on the following key actions:</p> <ol style="list-style-type: none"> 1. Invest resources through PerformanceFocus and the Athlete Investment Programme that will provide support to athletes to prepare for and compete in the qualification stages for Rio as well as at Rio 2016; 2. Work with UKS, SI, IIS to ensure a co-ordinated approach towards supporting athletes to qualify for and be well prepared to compete in Rio 2016; 3. Launch a Major Games programme in relation to Anti-doping, prior to each major multi Games event to ensure NI athletes and coaches understand their responsibilities under the WADA Code. 	UKS, Sport Ireland, IIS, BOA, OCI, Paralympics Ireland, BPA, NICGC.	2015-2018
Disability Sport Northern Ireland (DSNI)	<p>As part of the organisation's new Strategic Plan for the period 2015 – 2020, DSNI has agreed a key strategic priority concerned with developing performance pathways, facilities and support programmes which enable people with disabilities to achieve higher levels of performance in their sport, including at the 2016 Rio Paralympic Games.</p> <p>Specific actions related to achieving this strategic priority include:</p> <ol style="list-style-type: none"> 1. A programme concerned with supporting Governing Bodies of Sport to develop performance pathways and facilities which 	NI Governing bodies of sport, GB Boccia, British Wheelchair Basketball, the British Paralympic Association and Paralympics Ireland.	2015 - 2016

	<p>are fully inclusive of disabled athletes;</p> <ol style="list-style-type: none"> 2. Development of well-structured performance pathways and support programmes for the disability specific sports of Boccia and Wheelchair Basketball; and 3. An athlete support programme which will include the provision of performance, funding and classification advice and management support to talented disabled athletes. <p>In 2014-15 there were 10 talented athletes with disabilities from Northern Ireland preparing for the 2016 Rio Paralympic Games, five of whom have the potential to medal at the Games.</p>		
Sport Ireland (SI)	SI will continue to work towards the achievement of a long term medal target of nine finalist or equivalent translating into three medals at the Olympic Games and 12 to 15 finalists at the Paralympic Games translating into four to five medals at Paralympic Games.	SNI, OCI, Governing bodies of sport.	2015-2019
SkillsActive (SA)	<p>SA will continue to work with Further and Higher Education Institutions to ensure that there is appropriately funded training provision for coaches.</p> <p>SA will also continue to work with sporting organisations to encourage support for the Active Ambition project which aims to support a UK-wide Active Leisure, Learning & Wellbeing skills protocol.</p>	Further Education/Higher Education.	2015-2019
Sports Coach UK (ScUK)	<p>ScUK will contribute to this target by delivering the following actions:</p> <ol style="list-style-type: none"> 1. ScUK to become an official planning and delivery partner for the 2016 Talent Coaches Conference; 2. ScUK to provide technical guidance on Talent workshops and themes to support the conference including key note speakers and workshop deliverers. Outcome to support the development of Talent coaches from across Northern Ireland to improve the performance of athletes in the various Governing Body Talent pathways; 3. Review the Talent workshops / themes being delivered as 	SNI, UK Sport.	2015-2017

	<p>part of the Talent Hub offer including Sports Coach UK Talent Foundation Series. ScUK to provide training support and material for talent workshops to support 'in house' delivery from SNI staff. Training and CPD opportunities to be self-sustaining across Northern Ireland providing a workforce of Talent Tutors and appropriately skilled coaches;</p> <p>4. In collaboration with UKS, ScUK will be delivering the Aspire programme to Northern Ireland coaches. Over a 20 month period the coaches will engage in an orientation day, six two day workshops, and a celebration event. The coaches will also undertake a 360 degree online review, interact with a community of practice, hear from industry experts and meet experienced coaches from talent and performance domains.</p>		
UK Sport (UKS)	<p>All the actions detailed by UKS in PA17 also apply to this target. (PE19a).</p> <p>UKS will support the achievement of Northern Irish medal success at the 2018 Commonwealth Games in line with its current formal policy position on the Games. Essentially, this means that UKS will encourage UK Performance Directors in Commonwealth Games sports to:</p> <ol style="list-style-type: none"> 1. Pro-actively engage with their Northern Ireland governing bodies and the NICGC to maximise the opportunity that the Games presents; 2. Position the Games appropriately in the strategic plans of their sport; and 3. Attend the Games and support the inclusion of World Class programme athletes from Northern Ireland in the Northern Ireland Commonwealth Games team (PE19b). 	SNI, NICGC.	2015-2019
Chief Leisure Officers Association (CLOA)	<p><i>Antrim and Newtownabbey Council</i> will contribute to this target by delivering the following key actions:</p> <ol style="list-style-type: none"> 1. Grant support for potential elite athletes and clubs; 2. Promotion and highlighting of elite sport through programme such as the sports awards; 	Governing bodies of sport, local sports clubs.	2015-2019 Annually

	<ul style="list-style-type: none"> 3. Regional development squads in cricket and football; 4. Venues which are suitable for elite participation; and 5. Actively making venues available for elite participation. <p><i>Armagh, Banbridge and Craigavon Council</i> – the Armagh Sports Forum currently offers a bursary/silver card for all talented/elite performers from the area.</p> <p><i>Belfast Council</i> will continue to manage and deliver the Support for Sports fund and support regional development squads and elite performers within the city to focus on training and compete at an international level through the provision of grants and accessible coaching sessions.</p> <p><i>Mid and East Antrim</i> will contribute to this target by delivering the following key actions:</p> <p>PE19a –</p> <ul style="list-style-type: none"> 1. Enhance coach qualification through in-house development programme and also through Skills Active; 2. Promote the ethos of volunteering and work with the various agencies; and 3. Deliver coach education programme annually. 	<p>Volunteer Now, Sports Advisory Councils, Sports clubs</p>	
<p>Student Sport Ireland (SSI)</p>	<p>SSI will contribute to this target by delivering the following key actions:</p> <ul style="list-style-type: none"> 1. Further develop and deliver training resources and opportunities for staff, members, students and volunteers. 2. Continue to recognise and acknowledge voluntary contributions of students in annual event. 3. Develop on line opportunities for students with training needs to take on voluntary internship posts in the areas of administration, coaching and officiating. 	<p>.SNI, Sport Ireland.</p>	<p>2015-2019</p>

Target Number:	PE20
Target Details:	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.
Target Deadline:	2019 (Long Term)

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Sport Northern Ireland (SNI)	SNI will continue to invest in Governing bodies of sport to develop the performance system, measuring progress against best practice for coaching, club development, talent, high performance operations and governance and culture.	Governing bodies of sport, UKS, SI, IIS, ScUK, CI, NISF, NICGC, BOA, OCI, Paralympics Ireland, DSNI.	2015-2019
Disability Sport Northern Ireland (DSNI)	<p>As part of the organisation's new Strategic Plan for the period 2015 – 2020, DSNI has agreed a key strategic priority concerned with developing performance pathways, facilities and support programmes which enable people with disabilities to achieve higher levels of performance in their sport.</p> <p>Specific actions related to achieving this strategic priority include:</p> <ol style="list-style-type: none"> 1. A programme concerned with supporting Governing Bodies of Sport to develop performance pathways and facilities which are fully inclusive of disabled athletes; 2. Development of well-structured performance pathways and support programmes for the disability specific sports of Boccia and Wheelchair Basketball; and 3. An athlete support programme which will include the provision of performance, funding and classification advice and management support to talented disabled athletes. 	Governing bodies of sport, GB Boccia, British Wheelchair Basketball, the British Paralympic Association and Paralympics Ireland.	2015-2020
Ulster Council Gaelic Athletic Association	UCGAA's ambition is to have excellent services and facilities and competitions around its development systems and teams as well as	SNI.	2015-2019

(UCGAA)	its high performing teams. To this effect it works closely with Counties in the creation of their centres of excellence. There are three major centres in Owenbeg, Garvaghy and Cloughan with additional centres in development in Dunsilly, Lissan, Beffini and Donegal. Service providers are engaged and challenged in their practice with support from the Sports Institute. These have helped nurture and develop an environment for high performance.		
UK Sport (UKS)	<p>UKS recognises that an important part of its mission “to lead sport in the UK to world-class success” is to help develop underpinning, world-class systems in each of the home countries, including Northern Ireland. To this end, UKS will:</p> <ol style="list-style-type: none"> 1. Seek to connect and align the high performance system across the UK; 2. Develop a common investment policy at Performance Foundation level; and 3. Develop a common strategy for Institute of Sport delivery. <p>On this latter point, initial thinking is that this strategy will address at least the following main areas:</p> <ul style="list-style-type: none"> o A competency framework that works across all Institutes o Management of practitioners – technical leadership and interface with sports o Learning for practitioners, CPD, common access to journals o Performance data management <p>Consideration will also be given to the specification of core services across the home nations for each sport making use of Institute services.</p> <p>UKS will also provide a broad range of support to SNI and other key organisations in Northern Ireland, including:</p> <ol style="list-style-type: none"> 1. Maintaining links between the UK Talent Team and the SNI Talent Consultants 2. Maintaining discussions with SNI, Tourism NI and partners about developing a Northern Irish Events Strategy and identifying links with UKS’s own major events programme 	SNI, Tourism NI , Governing bodies of sport.	2015-2019

	<p>through to 2019.</p> <p>3. Leading the UK Project Connect Programme which brings together work by the four Home Country Sports Councils and UKS relating to high performance and talent coach development.</p>		
Chief Leisure Officers Association (CLOA)	<p><i>Antrim and Newtownabbey Council</i> will continue to collaborate with various partners to facility and competition venue deficits.</p> <p><i>Armagh, Banbridge and Craigavon Council</i> will work to develop the next phase of a Leisure Centre with a 50m pool at the South Lake Craigavon (currently subject to a Gateway Review).</p> <p><i>Derry and Strabane Council</i> will continue to develop its leisure provision as per Foyle Arena and Melvin Sports Complex to assist with elite athlete development.</p> <p><i>Mid and East Antrim Borough Council</i> will continue to cooperate with Government Departments for collaborative opportunities to address facility and competition venue deficit.</p>	<p>SNI, Governing bodies of sport, local sports clubs.</p> <p>DTI, DFP, DCAL, DARD, SNI</p>	2015-2019
Sport Ireland (SI)	<p>SI will contribute to the achievement of this target by continuing to work collaboratively with SNI through:</p> <ol style="list-style-type: none"> 1. Implementing the recommendations of the High Performance Committee based on analysis of Performance Plans form the HP sports; 2. The Olympic Technical Group which has specific remit around collaboration in the preparation for the Rio 2016 Olympic Games; and 3. Anti-Doping Committee which provides the essential ethical underpinning for investment in high performance sport. 	SNI, Governing bodies of sport, OCI	2015-2019
Department for Social Development (DSD)	<p>DSD will consider providing support, through the Volunteering Small Grants programme that seek to increase volunteer activity across a range of sporting activities cross Northern Ireland. It is intended that funding will continue post March 2016, subject to available budget and resources. During the 3 years of operation of the Volunteering Small Grants, over 10k new volunteers have been recruited through the programme, many of these for sport.</p>	SNI, Sport Ireland, Governing bodies of sport.	2015-2019

<p>Irish Football Association (IFA)</p>	<p>IFA will contribute to this target by delivering on the following actions:</p> <ol style="list-style-type: none"> 1. Widen and introduce earlier player identification to improve understanding of talent identification, development and selection; and 2. Develop club academies for better player development. 	<p>SNI</p>	<p>2015 -2025</p>
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Target Number:	PL21
Target Details:	By 2010 to initiate a Northern Ireland certification process that will improve safety management and the fabric of the major stadiums in Northern Ireland, to comply with the Safety of Sports Grounds (Northern Ireland) Order (2006) and associated technical guidance
Target Deadline:	TARGET ACHIEVED

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Ulster Council Gaelic Athletic Association (UCGAA)	UCGAA will continue to engage with the key agencies responsible for safety management in sports grounds on an ongoing basis.	DCAL, DC's (11).	2015-2019

Target Number:	PL22
Target Details:	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.
Target Deadline:	2014 (Medium Term)

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Disability Sport Northern Ireland (DSNI)	An Inclusive Stadia Advisory Group (ISAG) has been established by DSNI and inclusive stadia design and management guidelines developed to ensure the three stadia meet optimum levels of good practice in terms of inclusive use by people with disabilities.	SNI, Disability organisations.	2015-2019
Ulster Council Gaelic Athletic Association (UCGAA)	UCGAA Project ongoing.	DCAL, SNI.	2015-2019
Irish Rugby Football Union - Ulster Branch (UBIRFU)	Redeveloped Kingspan Stadium (Ravenhill Rugby Grounds) officially opened in May 2014.	DCAL, SNI, UBIRFU.	2015-2016
Irish Football Association (IFA)	National stadium on track to be full developed and ready in 2016-2017	DCAL, SNI, Linfield FC and Belfast City Council	2016-2017

Target Number:	PL23
Target Details:	By 2014 to have a minimum of 10 new or upgraded facilities that will support Northern Ireland player/athlete development in Olympic/Paralympic sports.
Target Deadline:	TARGET ACHIEVED

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Sport Northern Ireland (SNI)	<p>LONG TERM SNI's £17.5m Sports Facilities Fund consists of three funding strands. Key information for each strand has been outlined below. In particular, the Multi-Facility strand and the Performance Facility stand seek to develop sports facilities within larger (existing or new) multi-sport environments that can be complimented by a long-term and sustainable sports development plan.</p> <p>SHORT TERM SNI staff have met with representatives from the Irish Amateur Boxing Association, Athletes NI and Rowing Ireland (top three sports with an identified facility need) to begin the process of developing facility requirement specifications (both operational and technical). All three sports attended a workshop in the House of Sport on 28 August to begin formalising their project teams and plans. SNI is working with the GBs to produce strategic project briefs which will be used to procure delivery partners.</p>	DC's, governing bodies of sport, UU, QUB.	2015-2020
Ulster Council Gaelic Athletic Association (UCGAA)	<p>UCGAA's ambition is to have excellent services and facilities and competitions around its development systems and teams as well as its high performing teams. To this effect it works closely with Counties in the creation of their centres of excellence. There are three major centres of excellence now established in Owenbeg, Garvaghy and Cloughan.</p> <p>Additional centres are in development phase at Dunsilly, Lissan, Beffini and Donegal. These have helped to nurture and develop an environment for high performance and support the training of teams</p>	SNI, DC's.	2015-2019

	<p>and individuals. It has also provided valuable facilities for schools and clubs competitions.</p>		
<p>Chief Leisure Officers Association (CLOA)</p>	<p><i>Antrim and Newtownabbey Council</i> will delivery on the following capital developments:</p> <ul style="list-style-type: none"> o New facilities at V36 and Crumlin; o Upgrading of facilities at other council sites such as Hockey, Athletics, football, GAA, Rugby. Basketball markings at Valley LC being at Olympic standard. <p><i>Mid and East Antrim Borough Council</i> will continue to cooperate with Government Departments for collaborative opportunities to address elite facility and competition venue deficits. We will also continue to encourage a shared strategic government approach to enhance present facilities and work towards a structured planned approach to providing elite, competition and participation venues.</p>	<p>Governing bodies of sport, and local sports clubs.</p> <p>SNI, Government departments (DTI, DFP, DCAL, DARD)</p>	<p>2015-2019</p>

Target Number:	PL24
Target Details:	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.
Target Deadline:	2015 (Medium Term)

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Ulster Council Gaelic Athletic Association (UCGAA)	UCGAA continues to engage with central and local government on these issues.	DC's, Public Land Owners	2015-2019
PlayBoard (PB)	Through PB's advocacy function, lobby for the amendment of public policy in order to open up access to publically owned land for use for physical play by children and young people.	DARD, DE, Northern Ireland Housing Executive, DC's (11), National Trust.	2015-2019
Chief Leisure Officers Association (CLOA)	<p><i>Antrim and Newtownabbey Council</i> will contribute to this target by delivering on the following key actions</p> <ol style="list-style-type: none"> 1. Increase promotion of usage of Council owned land and facility for sport and recreation; and 2. Continue to deliver public access under legislative requirements. <p><i>Armagh, Banbridge and Craigavon Council</i> -Consideration has been given to the development of local relationships with foresting NI to open up local forests for the local/regional community.</p> <p><i>Belfast Council</i> will provide and maintain quality standards for the community at 135 sports pitches and deliver Year 4 of the Playing Pitches Strategy including;</p> <ul style="list-style-type: none"> o Sports/ business development programme; o Partnership and facilities management programme; o Policy programme; and o Capital investment of 10 sites and the £750k school programme. 	ORNI, SNI, local sports clubs and schools, community and voluntary groups.	2015-2019 Annually

	<i>Mid and East Antrim Borough Council</i> will continue to deliver public access under legislative requirements.	SNI, Government departments, ORNI	
Northern Ireland Sports Forum (NISF)	NISF will respond to public policy consultations on behalf of its members in order to protect and promote access to publicly owned land for sport and physical recreation in Northern Ireland.	Governing bodies of sport	2015-2019
Northern Ireland Environment Agency (NIEA)	<p>NIEA will, as needed, review its policy position statements regarding the management of its country parks and nature reserves to further enable and enhance public access and outdoor recreation activities.</p> <p>NIEA will seek to establish partnerships with community groups and other bodies to facilitate access to its country parks and nature reserves for minority groups.</p> <p>NIEA will continue to work towards delivery of the targets of the Outdoor Recreation Action Plan (ORAP) and embed delivery in any future grant funding programmes.</p>	DC's (11), community and voluntary groups, National Lottery, PHA.	2015-2019

Target Number:	PL25
Target Details:	By 2019, at least 90% of households should have access to quality multi-sports facilities within 10 miles travel time for rural facilities and 3 miles for urban facilities. <i>(Note: target to be confirmed)</i>
Target Deadline:	2019 (Long Term)

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Sport Northern Ireland (SNI)	<p>LONG-TERM SNI, in partnership with District Councils, will develop a Sports Facilities Strategy for Northern Ireland and 11 associated District Council Area Reports. The purpose of this project is to provide a strategic framework for the future development of sports facilities throughout Northern Ireland and to ensure smarter use of public money. Over the past 11 months Sport NI and Councils have been working closely with our specialist consultant team (Strategic Leisure Ltd) to assist them with their research and consultation. The strategy project has engaged a wide range of stakeholders including, Executive Departments, Education Authorities, Universities, Planning Service, Clubs and Community Groups.</p> <p>It is anticipated that final drafts of the Strategy and Reports between November and December 2015. A key finding from the Strategy (and Reports) is likely to suggest that Northern Ireland needs further and better multi-facility sporting hubs in order to encourage increased participation and enable effective pathways through the sports development continuum.</p> <p>SHORT TERM Through the Sports Facility Fund, SNI will invest circa £9m in facilities that meet the needs of community participation and high performance sport on the one site. Further details relating to the two strands of the Facility Fund is detailed below.</p>	Local sports clubs, community and voluntary groups.	2015-2020

	<p><i>Single Facility Fund</i> – 153 applications (150 online and 3 hardcopies) for the Single Facility Fund were received by the deadline of 15 July 2015.</p> <p>The assessment process is now concluded and 21 projects have been invited to proceed to the next stage of the process which involved an assessment of facility need and business case.</p> <p>Funding for the Single Facility Fund is from Lottery funds and therefore there are no financial year-end sensitives to this funding. Timescales are dependent on the size of the project and how quickly the applicant is able to meet our requirements. Anticipated timescales are as follows:</p> <ul style="list-style-type: none"> • under £30K - Letters of Offer will be in place by December 2016. • over £30K - Letters of Offer will be in place by June 2017. <p><i>Multi Facility Fund</i> – the Multi Facility Fund will invest in sites that offer four or more facility types. Programme material is being developed at present and will complement the findings of the Regional Facility Strategy and Council Area Reports.</p> <p>SNI will seek applications for the Multi Facility Fund at the start of 2016.</p>		
<p>Department for Social Development (DSD)</p>	<p>DSD will consider providing support to activities (including capital projects) designed to promote or facilitate participation opportunities in sport and physical activity that have been identified within Neighbourhood Renewal Action Plans (subject to availability of resources and the outcome of an economic appraisal).</p> <p>DSD has responsibility for the development of the Girdwood site in North Belfast. In partnership with Belfast CC; DSD will deliver a community hub, which will include sports availability and a synthetic pitch during 2015/16 and will continue with plans to extend and enhance the Girdwood site over the next few years (e.g. indoor sports facility).</p>	<p>Belfast City Council, SNI, Local sports clubs, community and voluntary groups.</p>	<p>2015-2019</p>

Disability Sport Northern Ireland (DSNI)	19 community sports facilities are currently working towards achieving DSNI's 'Inclusive Sports Facility' (ISF) Accreditation scheme. The scheme is designed to ensure that sports facilities meet optimum levels of good practice in terms of inclusive use by people with disabilities.	SNI, DC's (11).	2015 -2016
Ulster Council Gaelic Athletic Association (UCGAA)	UCGAA continues to support the development of GAA Facilities in rural and urban areas through grants and support in principle to clubs and counties who are moving forward with facility development projects. Often the GAA facilities in rural areas are the only facilities that are local and accessible.	SNI.	2015-2019
Outdoor Recreation NI (ORNI)	<p>ORNI will contribute to this target by delivering on the following key actions:</p> <ol style="list-style-type: none"> 1. Launch the Community Path Toolkit and publicise to Councils and community groups; 2. Develop a series of Community Paths across Northern Ireland in partnership with local communities; 3. Prepare a new Walking Strategy for Northern Ireland; 4. Continue to lead the development of the NI Mountain Bike Strategy; 5. Continue to develop recreational opportunities in the Newry and Mourne Council area as set out in ORNI's SLA with the Council. This includes development in Castlewellan and Tollymore Forest Park etc; 6. Continue to develop recreational opportunities in the ABC area as set out in ORNI's SLA with the Council. This includes development of Darkley Forest etc; 7. Continue to develop recreational opportunities in Mid Ulster as set out in ORNI's SLA with the Council. This includes development in Parkanaur Forest, Windmill Wood, Benburb, Railway Park, Drum Manor Forest etc; and 8. Continue to develop recreational opportunities in Gortin Forest Park (Council funding dependent). 	DC's, Forest Service and community and voluntary groups.	2015-2019
Chief Leisure Officers Association (CLOA)	<p><i>Belfast Council</i> will provide and maintain quality standards for the community at 135 sports pitches and deliver Year 4 of the Playing Pitches Strategy including;</p> <ul style="list-style-type: none"> o Sports/ business development programme; o Partnership and facilities management programme; 	ORNI, SNI, local sports clubs and schools, community and voluntary groups.	2015-2019 Annually

	<ul style="list-style-type: none"> o Policy programme; and o Capital investment of 10 sites and the £750k school programme. <p><i>Mid and East Antrim Borough Council</i> will continue to encourage a shared strategic government approach to enhance present facilities and work towards a structured planned approach to providing elite, competition and participation venues. Mid and East Antrim Borough Council will also contribute to the development of facility strategies that will contribute to a wider Regional plan.</p>	<p>SNI, Government departments (DTI, DFP, DCAL, DARD).</p>		
<p>Northern Environment (NIEA)</p>	<p>Ireland Agency</p>	<p>NIEA will seek to secure funding for and, if successful, enhance the outdoor recreation infrastructure at its country parks so as to cater for a wider variety of activities and demographics. In particular it will seek to provide additional informal play areas for young children.</p>	<p>DC's, National Lottery SNI, PHA, Playboard.</p>	<p>2015-2019</p>

Target Number:	PL26
Target Details:	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.
Target Deadline:	TARGET ACHIEVED

Contributing Organisation	Action/ Key Steps Proposed	Other Delivery Partners	Timescale
Ulster Council Gaelic Athletic Association (UCGAA)	UCGAA continues to engage with central and local government on these issues.	DC's (11), Planning Service.	2015-2019
Chief Leisure Officers Association (CLOA)	With planning now being a council housed operation all Council's (11) will work to ensure that planning is delivered more effectively. <i>Mid and East Antrim Borough Council will engage and influence local Area development Plans to ensure that 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.</i>	Development services Planning section.	2015-2019

Further Contact

For information relating to the implementation of Sport Matters visit:

<http://www.sportni.net/about/SportMatters/Implementation>

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