

Sport Northern Ireland

Business Plan 2010-11



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Strategic Priorities

Sport Northern Ireland Business Plan 2010-11

Sport Northern Ireland is the leading public body for the development of sport in Northern Ireland. Its corporate vision is:

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

In practice, this means Sport Northern Ireland will create and develop programmes and partnerships that will address its three strategic objectives:

1. Increased participation in sport and physical recreation;
2. Improved sporting performances; and
3. Improved efficiency and effectiveness in the administration of sport.

In order to realise Sport Northern Ireland's strategic objectives the following corporate outcomes will be realised against key priority areas:

CORPORATE OUTCOMES	PRIORITY AREAS
1. Professional, accountable, and autonomous sporting organisations.	“STRONG PARTNERS”
2. Improved safety at major sporting venues.	“SAFER PLACES”
3. Increased participation in sport and physical activity, especially among under-represented groups.	“ACTIVE PEOPLE”
4. Increased number of athletes with improved sporting performance.	“SUCCESSFUL ATHLETES”
5. Contribution to broader government priorities.	“ADVOCACY OF SPORT AND PHYSICAL RECREATION”
6. Increased efficiency and effectiveness in the attainment of corporate outcomes.	“SUPPORTING DELIVERY AND LEADERSHIP”

These outcomes fully reflect the priorities of the organisation over the three years of the current Corporate Plan (2008-11). Sport Northern Ireland strives to achieve its vision by leading and supporting its partners, investing National Lottery and Exchequer funding where it is needed most, and advising on policy and strategy for the future.

Sport Northern Ireland has been working in partnership with the Department of Culture, Arts and Leisure (DCAL) to develop a new ten-year Strategy for Sport and Physical Recreation in Northern Ireland - 'Sport Matters'. This

strategy sets out the key strategic priorities for sport and informs the direction for future investment, underpinning three areas, Participation, Performance and Places.

This Business Plan, agreed by DCAL, details Sport Northern Ireland's contribution to delivering on the plans and priorities within the Strategy, and the Programme for Government.

Sport Northern Ireland has three principles that underpin its Corporate and Business Plans:

1. **Developing a Sporting Infrastructure** – The development of sport and physical recreation in Northern Ireland is dependent on an infrastructure of people, organisations and facilities, all of which need to be grown and sustained in the longer term. Sport Northern Ireland will work with partners to examine the strengths and weaknesses of the current infrastructure and enhance it where possible through sustainable capacity building.
2. **Creating Effective Participant-Athlete Pathways** – The development of effective participation and performance pathways are crucial if Sport Northern Ireland's corporate vision is to be realised ("a culture of lifelong involvement and success in sport contributing to a peaceful, fair and prosperous society"). Taking account of the Lifelong Involvement in Sport and Physical Activity Framework (LISPA), Sport Northern Ireland will work to create quality opportunities for people to participate

and develop in their sport at any level and for life. Starting with the fundamental movement skills (physical literacy) and the confidence children need at an early age to enjoy success and lifelong involvement in sport and physical recreation, Sport Northern Ireland will work with governing bodies to develop long-term athlete development frameworks, which set out the optimum development pathways for their sport. By mapping participant-athlete pathways, Sport Northern Ireland can maximise opportunities for sport, support talent identification and assist people changing their behaviour to stay engaged for life.

3. **Embedding Ethics and Equality through Sport and Physical Recreation** – As the leading public body for the development of sport in Northern Ireland, Sport Northern Ireland is committed to tackling discrimination and to promoting equality of opportunity for people to participate and perform in sport and physical recreation at all levels, regardless of age; gender; race; disability; marital status; sexual orientation; dependency; religion/belief: or community background. The organisation's 'Equality Scheme' sets out the actions that will be taken to promote equality

of opportunities across the organisation and in sport and physical recreation. Sport Northern Ireland will not only deliver, monitor, and continue to review and develop actions in the Equality Scheme, but will also continue to work towards mainstreaming equity into every aspect of the organisation's work. This will ensure that equality impact assessments are carried out on all policies, programmes and services and assisting key partners to embed equity into all of their functions. Sport Northern Ireland will also support key partners to take action in demonstrating their commitment to child protection and drug-free sport, thus ensuring a safe, fair and ethical sporting environment for all those in Northern Ireland who wish to participate.

Sport Northern Ireland develops sport and physical recreation primarily through the provision of sports development expertise and support from its development staff. In addition to this core expertise, it includes staff with specific expertise in capital development and building capacity in organisations. This ensures that funding is invested efficiently and effectively in partner organisations that share and meet Sport Northern Ireland's objectives.

Sport Northern Ireland will invest in the shared outcomes of key partners' plans. In particular, it will work with governing bodies to develop and deliver its regional plans and with district councils, education, community and voluntary organisations in their plans for the development of sport and physical recreation at a local level.

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

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

In discharging this overall responsibility, Sport Northern Ireland is also responsible for ensuring that there exists a robust framework of governance designed to instil a sound system of internal control. The governance framework comprises the systems and processes, and cultures and values by which Sport Northern Ireland is directed and controlled and its activities through which it accounts to, engages with and leads the sporting community in Northern Ireland. It enables Sport Northern Ireland to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate and value adding support and services.

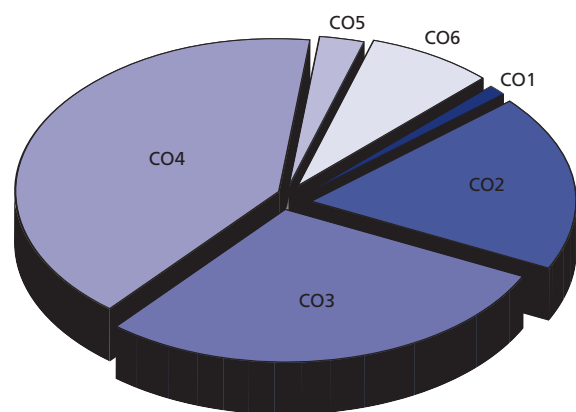
Performance against Sport Northern Ireland objectives is measured using the Red Amber Green (RAG) system, with reporting back to DCAL by exception (against Red and Amber) targets. The definitions of each rating is as follows:

- o **Red** – the target will not be met;
- o **Amber** – the target will be met but with some uncertainty; and
- o **Green** – the target will be met.

Annual Budget

Sport Northern Ireland's Business Plan for 2010-11 is based on a total budgeted investment of **£38.97m**.

Table 1 details its investment by source of funding, award type (capital/revenue), priority and programme areas. Appendix III shows a further break down of individual programme areas.



- Corporate Outcome 1 - Strong Partners
- Corporate Outcome 2 - Safer Places
- Corporate Outcome 3 - Active People
- Corporate Outcome 4 - Successful Athletes
- Corporate Outcome 5 - Advocacy
- Corporate Outcome 6 - Supporting Delivery and Leadership

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TABLE 1: INVESTMENT BY SOURCE OF FUNDING AND PROGRAMME AREA

Priority and Programme Areas	Exchequer (£)		Lottery (£)		Total (£)
	Revenue	Capital	Revenue	Capital	
1. Strong Partners					
1.1 Modernising Business Systems	179,538	-	-	-	375,208
1.2 Club Development	128,921	-	-	-	
1.3 Anti-Doping	66,749	-	-	-	
1.4 Sporting Workforce	-	-	-	-	
2. Safer Places					
2.1 Stadia Safety	160,525	5,038,444	-	-	7,702,012
2.2 Soccer Strategy	105,293	432,750	-	-	
2.3 Investment In Motorsport	11,976	1,750,000	-	-	
2.4 Overseeing Function	203,024	-	-	-	
3. Active People					
3.1 Early Years	115,642	-	-	-	11,246,418
3.2 Lifelong Participation	1,045,025	4,335,335	3,496,152	300,000	
3.3 Outdoor Recreation	1,604,263	350,000	-	-	
4. Successful Athletes					
4.1 Performance Sport	4,467,701	-	1,128,000	-	16,558,359
4.2 Elite Facilities Programme	392,401	8,443,471	-	-	
4.3 SINI	-	-	2,126,786	-	
5. Advocacy					
5.1 Marketing	495,140	-	-	-	1,081,940
5.2 Policy, Planning and Research	329,527	-	-	-	
5.3 Facilities Advocacy & Advice	232,273	-	-	-	
5.4 Pre-Games Training Camps	25,000	-	-	-	
6. Supporting Delivery and Leadership					
6.1 Finance	380,647	-	-	-	2,003,876
6.2 Auditing	-	-	-	-	
6.3 Human Resources	258,752	-	-	-	
6.4 Information Systems	283,025	-	-	-	
6.5 Investment Assurance	154,066	-	-	-	
6.6 House of Sport	643,510	-	283,875	-	
Total	11,283,000	20,350,000	7,034,813	300,000	38,967,813

Corporate Key Performance Indicators

Sport Northern Ireland Business Plan 2010-11

In order to facilitate corporate level reporting and the provision of detailed targets for all of Sport Northern Ireland's programmes, a synopsis of the Business Plan has been presented in Table 2. The table presents the Corporate Key Performance Indicators (KPIs) for each of the priorities, actual outputs from the previous period and targets for the forthcoming year.

TABLE 2: OVERVIEW OF CORPORATE KPIs

PRIORITY	CORPORATE KEY PERFORMANCE INDICATORS	2009-10 ACTUAL	2010-11 TARGET
STRONG PARTNERS	1. Total number of funded governing bodies attaining reasonable level of assurance through a Sport Northern Ireland or external management and governance audit.	9	13
SAFER PLACES	2. No. of new safety work projects completed in line with the requirements of the Northern Ireland Guide to Safety at Sports Grounds (Red Guide).	4	4
ACTIVE PEOPLE	3. Total number of people participating in sport and physical activity in the last 12 months. ¹	100,336	177,000
	4. No. of people from under-represented groups participating in sport and physical activity in the last 12 months. ²	52,224	93,000
SUCCESSFUL ATHLETES	5. No. of coaches qualified by the governing bodies at levels 1-4, using Coaching Development Programme for Ireland (CDPI)/UK Coaching Certificate (UKCC) - endorsed qualification systems.	TBC	TBC
	6. No. of medals won at Commonwealth Games, World/European Championships and Olympic/Paralympic Games by athletes (aged 16 and over) from the governing bodies in which Sport Northern Ireland invests.	47	21
	7. No. of Northern Ireland athletes representing GB/Ireland either as individuals or part of British/Irish teams from the governing bodies in which Sport Northern Ireland invests.	260	260
	8. No. of new or upgraded facilities supporting Northern Ireland player/athlete development in Olympic/Paralympic sports. ³	0	0
ADVOCACY OF SPORT AND PHYSICAL RECREATION	9. The number of new research projects completed, including those identified within Research Matters, Sport Northern Ireland's Research Strategy 2008-12.	7	5
SUPPORTING DELIVERY AND LEADERSHIP	10. The total consumption by Sport Northern Ireland on the Lottery and Exchequer annual accounts.	£40.2m	£38.97m

Note 1: The numbers reflect people participating in sport and physical recreation as a result of targeted Sport Northern Ireland funded programmes.

Note 2: Under-represented groups include people aged 50+, women and girls, people with a disability, and anyone from a minority ethnic community.

Note 3: The Elite Facilities Programme is designed to develop a number of sports facilities in Northern Ireland to support player/athlete development in Olympic and Paralympic sports. During 2010-11 Sport Northern Ireland will work with preferred bidders to develop seven capital projects through their procurement life-cycle.

Sport Northern Ireland's KPIs and associated targets are developed and agreed in consultation with DCAL. These KPIs are used to monitor and report performance on a quarterly basis at scheduled Governance and Accountability meetings with DCAL.

As detailed earlier, Sport Northern Ireland's Business Plan for 2010-11 and associated targets are based on a gross budgeted investment of £38.97m. Table 3 details how this investment will be allocated to achieve Sport Northern Ireland's objectives and KPI targets, using the following framework:

- o Corporate Outcomes and Priority Areas;
- o Programmes;
- o Key Performance Indicators (Corporate KPIs highlighted in blue);
- o Baselines and actual figures for 2009-10;
- o Output targets for 2010-11;
- o Resource allocation;
- o Reference to the relevant Sport Matters and Public Service Agreement (PSA) targets; and
- o Lead Officer responsible for programme area(s).

It should be noted that some development programmes may impact on more than one corporate outcome, in which case they have been allocated to the corporate outcome they impact upon most. Further information on each programme area is included in Appendix II.

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TABLE 3: DETAILED BUSINESS PLAN 2010-11

CORPORATE OUTCOME 1: “STRONG PARTNERS” PROFESSIONAL, ACCOUNTABLE AND AUTONOMOUS SPORTING ORGANISATIONS							
PROGRAMMES AND KEY PERFORMANCE INDICATORS		2009-10 ACTUAL	2010-11 OUTPUT TARGETS	BUDGET (£)	SPORT MATTERS REFERENCE	PSA REFERENCE	LEAD OFFICER
1.1 MODERNISING BUSINESS SYSTEMS							
1.1.1	The total number of funded governing bodies ⁴ attaining a reasonable level of assurance through a Sport Northern Ireland or external Management and Governance Audit.	9	13	179,538	PE13	PSA 6, 8, 9	JP
1.1.2	The total number of funded governing bodies ⁴ achieving foundation level of the UK Equality Standard.	4	10		PE13	PSA 6, 8, 9	JP
1.1.3	The total number of funded governing bodies ⁴ attaining a reasonable level of assurance following an NSPCC Child Protection Audit.	16	30		PE13	PSA 6, 8, 9	JP
1.1.4	The total number of funded and non-funded governing bodies ⁴ reviewed using the UK agreed recognition policy for governing bodies of sport.	New KPI	15		PE13	PSA 6, 8, 9	JP
1.2 CLUB DEVELOPMENT							
1.2.1	The total number of governing bodies ⁴ and local authorities with the Clubmark NI-endorsed club accreditation scheme in place.	8	14	128,921	PE13	PSA 6, 8, 9	RG
1.2.2	The number of new clubs attaining Clubmark NI-endorsed quality accreditation.	3	40		PE13	PSA 6, 8, 9	RG

Note 4: Governing bodies may include branches of an all Ireland or UK governing body. Refer to www.sportni.net for a list of all recognised governing bodies and their respective affiliaton.

CORPORATE OUTCOME 1: “STRONG PARTNERS” PROFESSIONAL, ACCOUNTABLE AND AUTONOMOUS SPORTING ORGANISATIONS							
PROGRAMMES AND KEY PERFORMANCE INDICATORS		2009-10 ACTUAL	2010-11 OUTPUT TARGETS	BUDGET (£)	SPORT MATTERS REFERENCE	PSA REFERENCE	LEAD OFFICER
1.3 ANTI-DOPING							
1.3.1	The total number of governing bodies ⁴ that have optimum Anti-Doping policies and procedures, compliant with the World Anti-Doping Code.	15	26	66,749	PE13	PSA 8, 9	RG
1.3.2	The total number of governing bodies ⁴ that have developed Anti-Doping Educational Strategies.	5	10		PE13	PSA 8, 9	RG
1.3.3	The number of specialist anti-doping tutors recruited, trained and deployed.	<i>New KPI</i>	3		PE13	PSA 8, 9	RG
1.4 SPORTING WORKFORCE							
1.4.1	The number of new people attending Sport Northern Ireland professional development courses.	1,600	1,200	-	PE13, PE18, PE19, PE20	PSA 8, 9	RG

CORPORATE OUTCOME 2: "SAFER PLACES" IMPROVED SAFETY AT MAJOR SPORTING VENUES						
PROGRAMMES AND KEY PERFORMANCE INDICATORS	2009-10 ACTUAL	2010-11 OUTPUT TARGETS	BUDGET (£)	SPORT MATTERS REFERENCE	PSA REFERENCE	LEAD OFFICER
2.1 STADIA SAFETY						
2.1.1 The number of new safety work projects completed in line with the requirements of the Northern Ireland Guide to Safety at Sports Grounds (Red Guide).	4	4	5,198,969	PL21	PSA 5, 8, 9	WD
2.1.2 The number of new projects brought to a state of readiness which would allow them to commence on site, subject to funding becoming available.	7	3		PL21	PSA 5, 8, 9	WD
2.1.3 The number of Phase IV applications assessed and prioritised to enable them to proceed to business case stage, subject to available budgets in 2011-14.	New KPI	12		PL21	PSA 5, 8, 9	WD
2.2 SOCCER STRATEGY FACILITIES						
2.2.1 The number of new soccer clubs having completed the necessary work at their grounds to meet the licensing standard for their respective league.	15	2	538,043	PL21, PL23	PSA 5, 8, 9	WD
2.2.2 The completion of urgent works including refurbishment to ensure home international football matches can be accommodated at Windsor Park in the short term future.	New KPI	Work completed		PL21	PSA 5, 8, 9	WD

CORPORATE OUTCOME 2: "SAFER PLACES"
IMPROVED SAFETY AT MAJOR SPORTING VENUES

PROGRAMMES AND KEY PERFORMANCE INDICATORS		2009-10 ACTUAL	2010-11 OUTPUT TARGETS	BUDGET (£)	SPORT MATTERS REFERENCE	PSA REFERENCE	LEAD OFFICER
2.3 INVESTMENT IN MOTORSPORT							
2.3.1	The number of safety projects delivered to improve rider and spectator safety at Motorsports' venues throughout Northern Ireland.	<i>New KPI</i>	15	1,761,976	PL21	PSA 5, 8, 9	WD
2.4 OVERSEEING FUNCTION							
2.4.1	The production and submission of one interim and one annual audit report to DCAL regarding the discharge of all overseeing functions.	<i>New KPI</i>	2	203,024	PL21	PSA 8, 9	PS

CORPORATE OUTCOME 3: "ACTIVE PEOPLE" INCREASED PARTICIPATION IN SPORT AND PHYSICAL ACTIVITY ESPECIALLY AMONG UNDER-REPRESENTED GROUPS

PROGRAMMES AND KEY PERFORMANCE INDICATORS	2009-10 ACTUAL	2010-11 OUTPUT TARGETS	BUDGET (£)	SPORT MATTERS REFERENCE	PSA REFERENCE	LEAD OFFICER
3.1 EARLY YEARS (PHYSICAL LITERACY, MULTI-SKILLS AND PLAY, ACTIV8, ACTIV8 EATWELL)						
3.1.1 The total number of people participating in sport and physical activity in the last 12 months ⁵ .	14,529	11,400	115,642	PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, PE19	PSA 6, 8, 9	JN
3.1.2 The number of young people (Under 18) participating in sport and physical activity in the last 12 months ⁵ .	12,580	11,400				
3.1.3 The number of people from under-represented groups participating in sport and physical activity in the last 12 months ⁵ .	9,054	5,700				
3.1.4 The number of people attending/attaining coach development/ leadership courses ⁵ .	1,822	70				
3.2 LIFELONG PARTICIPATION (ACTIVE COMMUNITIES, AWARDS FOR SPORT, BUILDING SPORT, IMPLEMENTING DISABILITY MAINSTREAMING POLICY, PLACES FOR SPORT)						
3.2.1 The total number of people participating in sport and physical activity in the last 12 months ⁵ .	76,422	145,000	9,176,512	PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, PE19, PL23, PL25	PSA 5, 6, 8, 9	JN & CMcG
3.2.2 The number of young people (Under 18) participating in sport and physical activity in the last 12 months ⁵ .	44,907	78,000				
3.2.3 The number of people from under-represented groups participating in sport and physical activity in the last 12 months ⁵ .	40,795	86,000				
3.2.4 The number of people attending/attaining coach development/ leadership courses ⁵ .	3,808	6,000				
3.2.5 To develop a new phase of the Places For Sport Programme.	New KPI	Programme developed				

CORPORATE OUTCOME 3: "ACTIVE PEOPLE"
INCREASED PARTICIPATION IN SPORT AND PHYSICAL ACTIVITY
ESPECIALLY AMONG UNDER-REPRESENTED GROUPS

PROGRAMMES AND KEY PERFORMANCE INDICATORS	2009-10 ACTUAL	2010-11 OUTPUT TARGETS	BUDGET (£)	SPORT MATTERS REFERENCE	PSA REFERENCE	LEAD OFFICER
3.3 OUTDOOR RECREATION (TOLLYMORE NATIONAL OUTDOOR CENTRE, CAAN, AND OUTDOOR GOVERNING BODIES⁶)						
3.3.1 The total number of people participating in sport and physical activity in the last 12 months ⁵ .	7,848	5,700	1,952,263	PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, PE19	PSA 6, 8, 9	JN & TF
3.3.2 The number of young people (Under 18) participating in sport and physical activity in the last 12 months ⁵ .	2,490	2,900				
3.3.3 The number of people from under-represented groups participating in sport and physical activity in the last 12 months ⁵ .	2,375	1,700				
3.3.4 The number of people attending/attaining coach development/ leadership courses ⁵ .	366	600				

Note 5: Participation resulting from Sport Northern Ireland funded programmes.

Note 6: Outdoor Governing Bodies include Canoe Association of Northern Ireland, Mountaineering Ireland, Northern Ireland Equestrian Sports Committee and Northern Ireland Orienteering.

CORPORATE OUTCOME 4: "SUCCESSFUL ATHLETES"
**INCREASED NUMBER OF ATHLETES WITH IMPROVED SPORTING PERFORMANCE
 THROUGH THE DESIGN AND IMPLEMENTATION OF STRATEGIES, STRUCTURES AND SYSTEMS**

PROGRAMMES AND KEY PERFORMANCE INDICATORS	2009-10 ACTUAL	2010-11 OUTPUT TARGETS	BUDGET (£)	SPORT MATTERS REFERENCE	PSA REFERENCE	LEAD OFFICER
4.1 PERFORMANCE SPORT ⁷ (INVESTING IN PERFORMANCE SPORT, TALENT SYSTEMS, ATHLETE SUPPORT PROGRAMME, COACHING, PRACTITIONER DEVELOPMENT PROGRAMME, PERFORMER DEVELOPMENT CENTRES)						
4.1.1 The number of funded governing bodies with Talent Identification Officers in place, progressing towards Sport Northern Ireland quality assured methods to identify, confirm and develop athletes.	<i>New KPI</i>	11	5,595,701	PE16, PE18, PE20	PSA 8, 9	RG
4.1.2 The number of fully operational Performer Development Centres (PDCs) within Northern Ireland delivering talent confirmation programmes.	<i>New KPI</i>	3		PE20, PL22, PL23	PSA 8, 9	RG
4.1.3 The number of people participating in sport and physical activity in the last 12 months through targeted programmes managed by funded governing bodies.	7,047	15,000		PA	PSA 6, 8, 9	JP
4.1.4 The number of funded governing bodies and other organisations implementing coaching plans aligned to either the UK or All Ireland systems.	<i>New KPI</i>	6		PE16, PE18, PE20	PSA 8, 9	RG
4.1.5 The number of coaches qualified by funded governing bodies at levels 1-4, using CDPI/UKCC-endorsed qualification systems.	900	952		PE16, PE18	PSA 8, 9	JP
4.1.6 The number of medals won at Commonwealth Games, World/European championships and Olympic/Paralympic games by athletes (aged 16 and over) from funded governing bodies ⁷ .	48	21		PE12, PE15, PE17	PSA 8, 9	SO & JP
4.1.7 The number of Northern Ireland athletes (aged 16 and over) representing GB/Ireland either as individuals or part of British/Irish teams from funded governing bodies ⁸ .	259	260		PE13, PE14, PE20	PSA 8, 9	SO & JP

Note 7: SINI works with athletes and coaches to improve the sporting performance of SINI's most talented athletes. As a result, SINI will contribute towards a number of Performance Sport KPIs.
 Note 8: Includes athletes who are in receipt of services through SINI Major Games and Support Programmes.

CORPORATE OUTCOME 4: "SUCCESSFUL ATHLETES"
INCREASED NUMBER OF ATHLETES WITH IMPROVED SPORTING PERFORMANCE
THROUGH THE DESIGN AND IMPLEMENTATION OF STRATEGIES, STRUCTURES AND SYSTEMS

PROGRAMMES AND KEY PERFORMANCE INDICATORS	2009-10 ACTUAL	2010-11 OUTPUT TARGETS	BUDGET (£)	SPORT MATTERS TARGET	PSA TARGET	LEAD OFFICER
4.1.8 The percentage of personnel developed through the Practitioner Development Programmes retained and operational within the Northern Ireland performance system.	<i>New KPI</i>	75%		PE18, PE20	PSA 8, 9	RG
4.2 ELITE FACILITIES PROGRAMME						
4.2.1 The number of new or upgraded facilities supporting Northern Ireland player/athlete development in Olympic/Paralympic sports.	0	0 ⁹	8,835,872	PA4, PA5, PA6, PA7, PA8, PA9, PA10, PE11, PE20, PL22, PL23	PSA 5, 6, 8, 9	AC
4.3 SPORTS INSTITUTE NORTHERN IRELAND						
4.3.1 The number of athletes converting from the Performance Development Centre (PDC) system into the SINI Major Games Programme or an alternative high performance system.	<i>New KPI</i>	8	2,126,786	PE12, PE13, PE15, PE17, PE20	PSA 8, 9	SO

Note 9: Programme specific KPIs for the Elite Facilities Programme will be developed on project completion. 2010/11 Targets include:

- 50m Swimming pool: investment decision made and under construction; and
- Six other projects progressed - Preferred bidders identified and Outline Business Cases considered and approved by DCAL, Full Business Cases, Royal Institute of British Architects Stage D; and procurement strategies submitted and approved, subject to DCAL advice to proceed.

CORPORATE OUTCOME 5: "ADVOCACY"						
CONTRIBUTION TO BROADER GOVERNMENT PRIORITIES THROUGH THE ADVOCACY OF SPORT						
PROGRAMMES AND KEY PERFORMANCE INDICATORS	2009-10 ACTUAL	2010-11 OUTPUT TARGETS	BUDGET (£)	SPORT MATTERS REFERENCE	PSA REFERENCE	LEAD OFFICER
5.1 MARKETING						
5.1.1 The ratio of marketing expenditure to the total value of positive press coverage attributed to Sport Northern Ireland at a Corporate Level.	New KPI	1:5	495,140	All	PSA 5, 6, 8, 9	RMcC
5.2 POLICY, PLANNING AND RESEARCH						
5.2.1 The number of new research projects completed, including those identified within Research Matters, Sport Northern Ireland's Research Strategy 2008-12.	7	5	329,527	PA1, PA2, PA3	PSA 6, 8, 9	PD
5.2.2 The percentage response to all Freedom of Information and DCAL Information Requests within the required time frame.	77%	75%		PA1, PA2, PA3	PSA 6, 8, 9	PD
5.3 FACILITIES ADVOCACY AND ADVICE						
5.3.1 To work with the new Places Strategic Implementation Group on the development of a new Facilities Strategy for Northern Ireland.	New KPI	Strategy developed	232,273	PL26	PSA 5, 8, 9	PS
5.3.2 The percentage of internal responses to requests for design and technical advice to meet per-and post-business case project management timescales within 15 working days.	100%	80%		PL26	PSA 5, 8, 9	CS & PS
5.3.3 The percentage of responses to requests from external agencies including Councils, Clubs and Consultants within 15 working days.	100%	80%		PL26	PSA 5, 8, 9	CS & PS
5.4 PRE GAMES TRAINING CAMPS						
5.4.1 The number of visiting teams to utilise venues in NI as Pre Games Training Camps prior to the 2012 Olympic/Paralympic Games.	0	0 ¹⁰	25,000	All	PSA 5, 8, 9	PS & RMcC

Note 10: No quantifiable target has been set for this programme area in 2010-11. After a consultation period, governing bodies have indicated that countries will not be in a position to commit to PGTC until 6/12 months before the Games.

CORPORATE OUTCOME 6: "SUPPORTING DELIVERY AND LEADERSHIP"
INCREASED EFFICIENCY AND EFFECTIVENESS IN THE ATTAINMENT OF CORPORATE OUTCOMES

PROGRAMMES AND KEY PERFORMANCE INDICATORS	2009-10 ACTUAL	2010-11 OUTPUT TARGETS	BUDGET (£)	SPORT MATTERS REFERENCE	PSA REFERENCE	LEAD OFFICER
6.1 FINANCE						
6.1.1 The total consumption by Sport Northern Ireland on the Lottery and Exchequer annual accounts.	£40.2m	£38.97m	380,647	All	PSA 5, 6, 8, 9	All
6.1.2 The number of management accounts produced to ensure budgetary control and spend.	12	12		All	PSA 5, 6, 8, 9	RMcD
6.2 AUDITING						
6.2.1 The number of (interim and annual) Assurance Statements produced covering 80% of the Audit Strategy.	2	2	-	All	PSA 5, 6, 8, 9	LB
6.3 HUMAN RESOURCES						
6.3.1 The rate of absence coupled with policies and reward strategies being implemented.	3.3%	4.5%	258,752	All	PSA 5, 6, 8, 9	TG
6.3.2 The rate of attrition coupled with policies and reward strategies being implemented.	5%	7%		All	PSA 5, 6, 8, 9	TG
6.4 INFORMATION SYSTEMS						
6.4.1 The percentage of Information System Projects implemented, ensuring data security.	80%	75%	283,025	All	PSA 5, 6, 8, 9	MS
6.5 INVESTMENT ASSURANCE						
6.5.1 The percentage of business cases received, quality assured and a response issued within a two-week period.	100%	100%	154,066	All	PSA 5, 6, 8, 9	JB
6.6 HOUSE OF SPORT						
6.6.1 The number of bi-monthly audit committee and council meetings to ensure appropriate governance and accountability within Sport Northern Ireland.	16	12	927,385	N/A	PSA 5, 6, 8, 9	AS

Appendix I - Unit Structure and Lead Officers

Sport Northern Ireland Business Plan 2010-11

UNIT	NAME	JOB TITLE	BUSINESS PLAN REFERENCE
PARTICIPATION AND FACILITIES	Nick Harkness	Director	NH
	John News	Participation Manager	JN
	Ciaran McGurk	Building Sport Manager	CMcG
	Alison Campbell	Elite Facilities Programme Manager	AC
	Trevor Fisher	Tollymore Mountain Centre Manager	TF
	Carl Southern	Architect and Technical Advisor	CS
	Paul Scott	Facilities Manager	PS
	Tracy Smith	Participation and Facilities - Finance Manager	TS
	William Devlin	Capital Programme Manager	WD
PERFORMANCE SPORT	Dr Shaun Ogle	Director	SO
	Jill Poots	Governing Body Unit Manager	JP
	Robin Gregg	Performance Systems Manager	RG
	Ian Weir	Performance Sport - Finance Manager	IW
CORPORATE SERVICES	Andrew Sloan	Director	AS
	Rachael McDowell	Finance Manager	RMcD
	Paul Donnelly	Policy, Planning and Research Manager	PD
	John Beggs	Investment Assurance Manager	JB
	Richard McCormick	Marketing Manager	RMcC
	Turlough Gorman	Human Resources Manager	TG
	Leigh Brown	Internal Auditor	LB
	Marcus Smith	Information Systems Manager	MS

Appendix II - Sport Northern Ireland Main Programme Areas

Sport Northern Ireland Business Plan 2010-11

Activ8 & Activ8 Eatwell

Activ8 is a joint marketing and participation programme that aims to encourage all children to complete at least 60 mins of physical activity every day. A network of 50 Wildcats Activ8 clubs were established that provided primary aged children with an opportunity to complete 60 mins of physical activity and develop their physical literacy skills through a multi-skills environment. Sport Northern Ireland worked in partnership with the Food Standards Agency to develop the Activ8 Eatwell programme which promoted active and healthy lifestyles through regular physical activity and healthy eating. Activ8, Wildcats Activ8 Clubs and Activ8 Eatwell have all been awarded the London 2012 "Inspire Mark".

Lead Officer: John News

Active Communities Programme

Through the Active Communities programme SNI plans to invest over £13.5m of Lottery funding into frontline coaching provision across each of Northern Ireland's 26 district council. This investment will enable district councils, working in partnerships predicated on the RPA 11B model, to employ, deploy and train a network of 106 full-time and part-time sports coaches and leaders. These coaches and leaders will deliver activities in community and club setting across Northern Ireland, with a view of increasing participation in sport and physical recreation especially among under-represented groups.

Lead Officer: John News

Anti-Doping

Sport Northern Ireland is committed to drug-free sport and works closely with the two National Anti-Doping organisations with jurisdiction in Northern Ireland - UK Anti-Doping and the Irish Sports Council. Guidance and support is given to sports

in all areas ensuring NI Governing Bodies are compliant with the current World Anti-Doping Code. The main aim through Sport Northern Ireland's "Pure Winner" education campaign is to deliver education and outreach programmes at key levels, raising awareness and ensuring that athletes and their support personnel are always mindful of Anti-Doping issues.

Lead Officer: Robin Gregg

Athlete Support Programme

The Athlete Support Programme is an investment programme which provides essential financial support for talented sports people to develop to their full potential, contributing to the achievement of the target of 100 medals. Investment will cover costs in relation to an athlete's or team's training programme as they prepare for major competition including coaching; personal training and preparation costs; competitions of a suitable standard; sports science support; sports medicine support and competition and training equipment.

Lead Officer: Jill Poots

Awards For Sport Programme

Awards for Sport is a small grants programme that is funded and managed by Sport Northern Ireland. The programme will support clubs, and other community organisations at a 'grass-roots' level, with projects that can contribute towards Sport Northern Ireland corporate outcomes and targets outlined in Sport Matters.

Lead Officer: John News

Building Sport Programme

Building Sport is a capital programme that aims to provide partnership funding for major capital projects that will increase access to opportunities for sport development and

participation for as many people as possible. Projects should demonstrate their potential to increase participation in sport; be sustainable; address the factors of social need; tackle social exclusion; promote equality of opportunity and good community relations; promote sporting excellence; address health inequalities; and provide the structures for long-term athlete development.

Lead Officer: Ciaran McGurk

Club Development

Club Development is an area of work that will develop high-quality sports clubs that provide exceptional sporting opportunities. The work area involves establishing a new quality accreditation standard for sports clubs; identifying and accrediting quality clubs; improving the management and delivery capacity of clubs; and establishing school sport and club links. Much of this work focuses on junior sports clubs, aiming to create safe and well-managed opportunities for young people to participate, as well as creating environments in which young performers can progress towards the early stages of talent development.

Lead Officer: Robin Gregg

Disability Mainstreaming

Sport Northern Ireland's policy of mainstreaming participation opportunities for people with disability is facilitated by investment in Disability Sports Northern Ireland. Under this investment, Sport Northern Ireland provides support to organisations (eg. community/ voluntary sector, governing bodies of sport and district councils) under four headings, namely "Training", "Information", "Advice & Support" and "Programme Delivery".

Lead Officer: John News

Appendix II - Sport Northern Ireland Main Programme Areas

Sport Northern Ireland Business Plan 2010-11

Early Years

Sport Matters and related targets operate within a Lifelong Involvement in Sport and Physical Activity (LISPA) theoretical framework for sports development. A number of essential phases at the early stages of a child's experience of physical activity provide the foundation of the LISPA model. These three phases, Active Start, Fundamentals, and Learning to Play and Practice, collectively provide opportunities for the development of physical literacy. A range of Sport Northern Ireland investment initiatives have therefore prioritised projects aimed at promoting the development of physical literacy in children.

Lead Officer: John News

Elite Facilities Programme

The 2012 Olympic and Paralympic Games is the catalyst to develop sport in every region of the UK, and in Northern Ireland approximately £50m has been earmarked to address some of the infrastructure deficit which has contributed to the underdevelopment of sports throughout the province. The Elite Facilities Programme aims to increase levels of sustained participation in sport and increase standards of performance. The programme includes the development of Northern Ireland's first 50m swimming pool, while other facilities must be from the 21 eligible Olympic sports.

Lead Officer: Ali Campbell

Facilities, Advocacy and Advice

Sport Northern Ireland has been responsible for the development of the first Sports Facilities Strategy for Northern Ireland, which promotes a strategic approach to sports facility planning and development. The Facilities Team also manages Northern Ireland's sports facilities database and 'Active Places NI', an interactive web-based resource. An advocacy service

also provides technical and design guidance to key sports facility providers, Planning Service, District Councils, DOE, design professionals and Sport Northern Ireland's capital programmes. The advocacy service also includes a GIS function that enables Sport Northern Ireland to map sports facilities in relation to population and demographic data.

Lead Officer: Paul Scott & Carl Southern

Investing in Performance Sport Programme

Over the 2009-13 period, Sport Northern Ireland performance resources will primarily be targeted towards building the performance sport systems in Olympic/ Paralympic and Commonwealth Games sports, as well as those sports that are considered to be significant to Sport Northern Ireland and the public of Northern Ireland. This focus will enable Sport Northern Ireland to invest in professional athlete development systems within a number of sports, through investment in governing bodies and their athletes.

Lead Officer: Jill Poots

Investment in Motorsport

Sport Northern Ireland is seeking to invest £2m in Motorsport in Northern Ireland through the 2+4 Wheels Steering Group Ltd. 2+4 Wheels operate as an umbrella for the following motorsport Governing Bodies: Association of Northern Ireland Car Clubs, Northern of Ireland Karting Association, Motorcycle Union of Ireland – Ulster Centre and Motor Racing Association. Following the award of funding by DCAL, a number of initiatives were identified in which to invest the funding. These cover purchase of equipment, upgrading of specialist circuits and road racing circuits.

Lead Officer: William Devlin

Overseeing Function

The Safety Of Sports Grounds (Northern Ireland) Order 2006 places a duty on owners of venues with a capacity greater than 5000, or operators of smaller venues with a stand capacity of 500, to attain a safety certificate from their local council. This certificate will state the safe capacity of the venue/stand and will contain a number of conditions related to safety. Sport Northern Ireland have been tasked with overseeing and monitoring the implementation of this legislation, including providing technical and administrative advice to DCAL, district councils, venue operators, police and emergency operators.

Lead Officer: Paul Scott

Performer Development Centres

In order to implement and support the delivery of Long-Term Athlete Development (LTAD) pathways, Sport Northern Ireland is wishing to establish a network of regional 'Performer Development Centres' (PDCs). Each centre will have approximately 20-30 athletes, accessing a range of support services. These facilities will focus on training and delivering athletes with the potential to compete successfully in international competition, with an emphasis on Olympic/ Paralympic and Commonwealth sports, and will provide a quality assured support service to athletes aspiring to gain membership of SINI. LTAD is an athlete-centred, coach-led, development-driven and sports science/sports medicine supported concept.

Lead Officer: Robin Gregg

Places for Sport Programme

The Places for Sport Programme is Sport Northern Ireland's newest capital investment programme that is designed to assist with the delivery of Sport Matters to provide a vision

Appendix II - Sport Northern Ireland Main Programme Areas

Sport Northern Ireland Business Plan 2010-11

of 'a culture of lifelong enjoyment and success in sport'. To achieve this vision, the Strategy recognises the need to develop a range of new, improved and shared sports facilities to a standard comparable with other regions in the UK. The programme will focus on a number of facility types, including: pitches and outdoor sports surfaces; indoor specialised sports surfaces; floodlighting; sports' buildings; and the purchase of sports equipment.

Lead Officer: Ciaran McGurk

Policy, Planning and Research

Sport Northern Ireland aims to make decisions that are based on evidence rather than the opinions of groups or individuals. In line with the recommendations made in Sport Matters, Sport Northern Ireland is committed to developing and improving the evidence base for sport. The role of Research and Evaluation is to advise on Sport Northern Ireland's strategic policy development and evaluate its programmes. Sport Northern Ireland's Research Strategy 2008-12, and associated research programmes are shaped by the priorities identified in Sport Matters. Particular research projects for 2010-11 include the Large Scale Sport and Physical Activity Survey (SAPAS) and the Coaching Workforce Survey. Lead Officer: Paul Donnelly

Practitioner Development Programme

The Practitioner Development Programme (PDP) is a Lottery-funded bursary programme that aims to improve the environment for those working at a high performance level in sport. The programme is designed to address the current lack of practitioners supporting talented athletes. The PDP programme seeks to develop a workforce of high performance

coaches, as well as scientists and medical practitioners, with the necessary experience, skill and knowledge to improve athlete performance.

Lead Officer: Robin Gregg

Soccer Strategy Facilities Programme

The Soccer Strategy Facilities Programme aims to develop football stadia throughout Northern Ireland at UEFA, Irish Premier League and Premier Intermediate League level. The programme will improve the standard of football facilities, which will in turn enhance player/spectator satisfaction. The Facilities Programme will contribute to the aims and objectives of the key stakeholders, namely the Irish Football Association, DCAL and Sport Northern Ireland.

Lead Officer: William Devlin

Sport In Our Community Programme

Sport In Our Community Programme was an investment programme aimed at creation of new participation opportunities for those who had not previously had a sustained interest in sport or physical activity (eg. in areas of high social need and among under-represented groups). In the period 2006-2010, Sport Northern Ireland invested £3.6m in 34 projects across the community, voluntary and statutory sectors delivering over 36,000 participants per annum.

Lead Officer: John News

Sports Institute Northern Ireland

The Sports Institute Northern Ireland (SINI) is a partnership between Sport Northern Ireland and the University of Ulster

and is based on the Jordanstown campus of the University of Ulster. SINI aims to provide top-class facilities, specialist services and expertise to Northern Ireland's best high performance able-bodied and disabled athletes and their elite coaches. To achieve this aim, SINI deliver three strategic programmes, including the SINI Major Game Programme (SINI staff work with Olympic/ Paralympic or Commonwealth Games athletes and their coaches); SINI Support Programme (SINI support to meet specific project targets in 'Culturally Significant Sports'; and SINI Foundation Programme (SINI influence service delivery at the PDCs to build capacity in young athletes and potential future SINI members).

Lead Officer: Dr Shaun Ogle

Stadia Safety Programme

The Stadia Safety Programme assists 'owners' of major soccer, rugby and GAA grounds on a strategic basis, to ensure the safety & comfort of spectators attending fixtures played at their venues. The programme will address necessary safety works such as covered seating; provision for disabled spectators; resurfacing; crowd control rooms; erection of safety gates and fencing; and installation of CCTV systems.

Lead Officer: William Devlin

Tollymore National Outdoor Centre

Tollymore National Outdoor Centre is Northern Ireland's National Centre for Mountaineering and Canoeing Activities. It is funded and managed by Sport Northern Ireland as a National Centre and provides a wide range of skills and leadership courses in a number of activities, including hill walking, rambling, sea kayaking, white-water skills and coaching courses. Other courses include management training, development training, team building and providing technical expertise to others.

Lead Officer: Trevor Fisher

Table 4 details individual programme area investment for Corporate Outcomes 3 and 4.

TABLE 4: DETAILED INVESTMENT BY PROGRAMME AREA

PRIORITY AND PROGRAMME AREAS	Exchequer (£)		Lottery (£)		Total (£)
	Revenue	Capital	Revenue	Capital	
3.2. Lifelong Participation					
Building Sport Programme	166,061	2,956,070	414,861	300,000	9,176,512
Places For Sport Programme	154,430	1,379,265	-	-	
Community Sport	232,115	-	-	-	
Active Communities	-	-	3,081,291	-	
Awards For Sport	307,356	-	-	-	
Disability Mainstreaming	185,063	-	-	-	
Programme Total	1,045,025	4,335,335	3,496,152	300,000	
3.3 Outdoor Recreation					
Tollymore National Outdoor Centre	1,293,676	350,000	-	-	1,954,263
Mountain Rescue and MLTNI	74,963	-	-	-	
Countryside Recreation	235,623	-	-	-	
Programme Total	1,604,263	350,000	-	-	
4.1 Performance Sport					
Investing in Performance Sport	3,157,168	-	-	-	5,595,701
Athlete Support Programme	964,552	-	-	-	
Practitioner Development Programme	110,798	-	-	-	
Talent ID	121,732	-	-	-	
Coaching	113,451	-	-	-	
Olympic Lottery Distribution Fund	-	-	1,128,000	-	
Programme Total	4,467,701	-	1,128,000	-	

Participation

- | | | | | | |
|------------|--|------------|---|-------------|--|
| PA1 | By 2009, to have agreed and commenced implementation of a revised research framework for participation rates that is cognisant of the recommendations of the Chief Medical Officers in the UK. | PA5 | By 2014, to have increased the number of people in Northern Ireland in membership of at least one sports club. | PA9 | By 2019, to deliver at least a six percentage point increase in participation rates in sport and physical recreation among socio-economically disadvantaged groups (from the 2013 baseline). |
| PA2 | By 2010, to have reviewed economic impact of sport and physical recreation in Northern Ireland. | PA6 | By 2014, to provide every child in Northern Ireland over the age of eight years with the opportunity to participate in at least two hours per week of extra-curricular sport and physical recreation. | PA10 | By 2019, to deliver at least a six percentage points increase in participation rates in sport and physical recreation among people with a disability (from the 2013 baseline). |
| 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. | PA7 | By 2019, to deliver at least a three percentage point increase in adult participation rates in sport and physical recreation (from the 2013 baseline). | PA11 | By 2019, to deliver at least a six percentage point increase in participation in sport and physical recreation among older people (from the 2013 baseline). |
| PA4 | By 2013, to have stopped the decline in adult participation in sport and physical recreation. | PA8 | By 2019, to deliver at least a six percentage point increase in women's participation rates in sport and physical recreation (from the 2013 baseline). | | |

Appendix IV - Sport Matters Targets

Sport Northern Ireland Business Plan 2010-11

Performance

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.

PE13 By 2010, to win at least five medals at the Delhi Commonwealth Games.

PE14 By 2011, to ensure that all Sport Northern Ireland-funded governing bodies and sporting organisations are 'fit for purpose' organisations.

PE15 By 2014, to win at least five medals at the Glasgow Commonwealth Games.

PE16 By 2019, to have implemented nationally recognised coach accreditation systems for all Sport Northern Ireland-funded governing bodies.

PE17 By 2019, at least 100 Northern Ireland athletes to have attained medal success at the highest level in their sport, including European, World and Olympic/Paralympic level.

PE18 By 2019, to have accredited at least 700 appropriately qualified, full-time coaches available to meet demand across all aspects of sport and physical recreation.

PE19 By 2019, to have 45,000 appropriately qualified, part-time and volunteer coaches available to meet demand across all aspects of sport and physical recreation.

PE20 By 2019, to have secured a world-class system for athlete development consisting of services, facilities and competition, following the hosting of the Olympic and Paralympic Games in London 2012.

Places

- | | | |
|--|--|--|
| <p>PL21 By 2010, to initiate a Northern Ireland certification process that will improve safety management and the fabric of the major stadia in Northern Ireland, to comply with the Safety of Sports Grounds (Northern Ireland) Order (2006) and associated technical guidance.</p> <p>PL22 By 2013, and subject to the normal approval processes, to have addressed the need for an operationally viable and commercially sustainable multi-sports stadium for Northern Ireland.</p> | <p>PL23 By 2014, to have a minimum of 10 new or upgraded facilities that will support Northern Ireland player/athlete development in Olympic and Paralympic sports.</p> <p>PL24 By 2015, to have amended public policy frameworks to protect and promote access to and sustainable use of publicly-owned land in Northern Ireland for sport and physical recreation.</p> | <p>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.</p> <p>PL26 By 2019, to ensure that all planning decisions follow Planning Policy Statement 8: Open Space, Sport and Outdoor Recreation in relation to the provision of spaces for sport and physical recreation.</p> |
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Appendix V - Relevant PSA Targets

Sport Northern Ireland Business Plan 2010-11

The Northern Ireland Executive has developed a framework of 23 Public Service Agreements (PSAs). The framework of 23 PSAs is focused on addressing the priorities, cross-cutting issues, and challenges of the Programme for Government. The PSAs, therefore, cut across departmental boundaries and many of the outcomes are inter-dependent. In relation to sport, DCAL has the following PSA targets:

PSA/Theme	PSA Target	SNI Contribution
PSA 5 "Tourism"	<ul style="list-style-type: none"> • Deliver £229m capital investment by 31 March 2011 in the Northern Ireland Culture, Arts and Leisure infrastructure through a programme of arts, sports, museums, libraries and PRONI capital projects. 	In 2009-10, Sport Northern Ireland invested £21.3m in capital projects.
PSA 6 "Children and Young People"	<ul style="list-style-type: none"> • By 2011, to have 125,000 children participating in sport and physical recreation. 	In 2009-10, 65,826 young people (Under 18) participated in sport and physical activity as a direct result in Sport Northern Ireland investment.
PSA 8 "Promoting Health and Addressing Health Inequalities"	<ul style="list-style-type: none"> • By 2011, halt decline in adult participation in sport and physical recreation. • By 2011, halt the rise in obesity. 	In 2009-10, 107,383 people participated in sport and physical activity as a direct result of Sport Northern Ireland investment. This was an increase of 25,403 from the previous year (31%).
PSA 9 "Promoting Access to Culture, Arts and Leisure Activities"	<ul style="list-style-type: none"> • By 2011, halt the decline in adult participation in sport and physical recreation. • By 2011, to be on schedule to deliver the Northern Ireland 2012 Olympic and Paralympic Games Strategy, through monitoring key themes progress at six-monthly intervals. • By 2011, and subject to the normal approval processes, to have an operationally viable and commercially sustainable multi-sports stadium for Northern Ireland. • By 2011, to have a minimum of ten new or upgraded facilities that will support Northern Ireland player/athlete development in Olympic and Paralympics sports and which will be available for community and school use. • By 2012, to seek to attract ten nations competing in Olympic or Paralympic Games for pre-games training or acclimatisation. • By 2011, to secure agreement of the London Organising Committee of the Olympic and Paralympic Games (LOCOG) or organisers to host the torch relay at four Northern Ireland venues. 	<p>Through the Elite Facilities Programme, Sport Northern Ireland aims to support Northern Ireland player/athlete development in Olympic/ Paralympic sports; increase levels of sustained participation in sport; and increase standards of performance. In addition to Northern Ireland's first 50m swimming pool, six additional projects have been progressed to Stage II within 2010-11.</p> <p>SNI is working in partnership with a number of partners including DCAL, Northern Ireland Tourist Board, Invest NI and Disability Sports NI to deliver three Pre-Games Training Camps to Northern Ireland.</p>

CAAN	Countryside Access and Activities Network
CDPI	Coaching Development Programme for Ireland
DCAL	Department of Culture, Arts and Leisure
DCMS	Department for Culture, Media and Sport
KPI	Key Performance Indicator
LISPA	Lifelong Involvement in Sport and Physical Activity
LTAD	Long-Term Athlete Development
PDC	Performance Development Centre
PDP	Practitioner Development Programme
PSA	Public Service Agreement
SINI	Sports Institute Northern Ireland
UKCC	United Kingdom Coaching Certificate

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