

SCSW Investment 2017-21

Frequently Asked Questions (FAQs)



Below you will find responses to frequently asked questions raised through email enquiries or at the available Clinics. This document will be updated regularly throughout the submission period. It is separated into four sections – General; Effective Organisations; Sporting Clubs; and Sporting Winners. Should you wish to seek further clarification please email enquiries@scsw.sportni.net

Version	8	Updated	26/08/16
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GENERAL

11/08/16 Is it possible to have split posts between Sporting Clubs and Sporting Winners?

If a resource is needed to span the investment streams, the sport should be able to reflect the relative proportion of that resource that is in Sporting Clubs and the proportion in Sporting Winners within each submission. This shouldn't simply be a 50:50 split of a post, it should realistically reflect the work required in each area. Realistically part of the role may sit outside either investment stream, and therefore investment for that proportion would not be sought through the Sport Club or Sporting Winners submissions.

29/07/16 What support, information and clarification opportunities are available to applicants?

Sport Northern Ireland has created a range of information resources and opportunities in relation to the investment. These include the following: programme guidance notes, a frequently asked questions (FAQ) resource, a YouTube video of a presentation on each of the elements of investment, a dedicated enquiries email address, five online webinar clinic opportunities, and fifteen face-to-face clinic opportunities. Information is available on the following webpage: <http://www.sportni.net/funding/our-funding-programmes/sporting-clubs-and-sporting-winners-investment-programme-2017-2021/>. Information in relation to clinic dates and registration has been sent to each contact who has expressed an interest in the programme.

27/07/16 Will Sport Northern Ireland be setting salary bands for posts within this investment?

Sport Northern Ireland will not be setting bands for salaries for the Sporting Clubs, Sporting Winners and Effective Organisations investment. A range of different types of roles have the potential to be included within submissions from applicant organisations and as such, it would be difficult to offer strict guidance spanning the breadth of these potential posts prior to submission. However, Sport Northern Ireland will review the resource levels requested for all posts within each successful submission and may restrict its offer of investment towards posts dependant on the level of responsibility, the market value for the post and the budget available.

07/07/16 Can you apply for posts already in existence, which are funded by SNI?

Resources required by organisations to achieve their identified outcomes and benefits will need to be clearly evidenced and identify the additionality that they can deliver to meet Sporting Clubs and/or Sporting Winners applied principles.

22/06/16 Are the various submission templates optional?

No, they are compulsory as key information is required to assess proposals.

22/06/16 Can a sport submit without completing the Effective Organisations strand?

No, this strand is a gateway to the Sporting Clubs and Sporting Winners investment.

22/06/16 **Can sports have the assessment criteria for the individual strands?**

Information in relation to the assessment process, criteria and scoring can be accessed in the Guidance Document on the pages identified below:

- Pages 27 to 31 – Effective Organisations
- Pages 36 to 38 – Sporting Clubs
- Pages 46 to 47 – Sporting Winners

All scoring information/criteria tables link to relevant aspects within the guidance notes and submission templates.

22/06/16 **Will PerformanceView continue?**

A monitoring tool will be used to review and evaluate progress made through the new investment, this is currently under development. Following the reviews of PerformanceFocus, Sport NI is aware of the value organisations placed on the system elements contained within PerformanceView and will take this into consideration when designing the monitoring tool for the new investment.

22/06/16 **Can you apply for posts already in existence which aren't funded by SNI?**

Resources required by organisations to achieve their identified outcomes and benefits will need to be clearly evidenced and identify the additionality that they can deliver to meet Sporting Clubs and/or Sporting Winners applied principles.

22/06/16 **What flexibility will there be in how investment is used?**

Submissions received will need to evidence the outcomes and benefits to be delivered and the resource required to achieve this. Terms and conditions for investment are currently being devised and Sport NI will aspire to ensure the greatest level of flexibility within its existing financial protocols, whilst requiring assurance that funding is being used for the purpose for which it is given.

22/06/16 **How will my data and any information provided be used?**

Applicants should be aware that application information will be securely stored on computer, and in accordance with the Data Protection Act 1998 such information will be treated in a confidential manner.

All Government Departments share information on projects to enable them to prevent fraudulent applications and to co-ordinate processing of complementary applications.

It should be further noted that any information provided on the enquiry form and/or application form may be made available to other departments/agencies for the purposes of preventing or detecting crime.

Applicants should note that in accordance with the Freedom of Information Act 2000, information regarding both successful and unsuccessful applications may be made available to the public via the World Wide Web and a variety of publications. This information will include, amongst other things:

- the applicant's name;
- the amount of funding applied for;
- a summary of the application;
- the amount awarded, if any;

- monitoring information; and
- the duration of the award.

22/06/16 What happens if my application is suspected to be fraudulent?

Applicants are advised that any materially misleading statements (whether deliberate or accidental) given at any stage during the application process, could render the application invalid and the applicant liable to return any money already paid out on the programme.

It should be noted that all cases of suspected fraud involving Lottery funds will be referred to the police. This includes falsification of information and misinformation at application stage.

22/06/16 What if I want to complain about the process?

We aim to ensure that services are provided to our customers' satisfaction, but if you do experience any problems or difficulties do not hesitate to make your dissatisfaction clear to the member of staff you are dealing with. If you prefer, or if you are still not happy, you can make a formal complaint using our complaints procedure. This is available from Sport NI by contacting us on 02890381222 or by calling into the House of Sport.

22/06/16 Can I appeal a decision?

Yes. Under the Sport Northern Ireland Review Policy and Procedure an a request for formal review may be made by an applicant where :

- a) the Applicant has sought funding from Sport NI of £30,001 or more; and, either:
 - b) the Applicant contends that Sport NI has made a material error in the assessment of the Applicant's application for such funding, resulting in an irrational, unfair or unreasonable decision being made in relation to funding;
- or
- c) the Applicant contends that Sport NI has committed a material breach of its own procedures relating to the assessment of the funding application (as set out in any relevant Sport NI documentation applicable to the application for funding) resulting in an irrational, unfair or unreasonable decision being made in relation to funding.

This is available from Sport NI by contacting us on 02890381222; on the Sport NI website (<http://www.sportni.net/about-us/procedures>) or by calling into the House of Sport.

Complaints and appeals will be dealt with in line with Sport NI's Service Charter.

EFFECTIVE ORGANISATIONS

11/08/16 What are the changes on the updated Effective Organisations submission template on pages 14 and 15?

Four rows have been added to the table below on page 14. The four additional rows are highlighted in light blue below. If organisations have already begun completing the original version, you do not need to transfer to the updated template, it is acceptable to add the additional rows (as highlighted below) to the version you are currently working on.

Please provide the following historical accounts information.					
This information will enable Sport NI to assign the risk rating for financial viability					
	2015/16	2014/15	2013/14	2012/13	2011/12
Total income					
Total Grant income					
Grant income – Sport NI					
Grant income – Sport Ireland					
Grant income – UK Sport/Sport England					
Total expenditure					
Wages & salaries					
Surplus/(deficit) on ordinary activities before interest and tax					
Surplus/(deficit) on ordinary activities after interest and tax					
Current Assets					
Cash at the bank in hand					
Total Assets					
Current Liabilities					
Total Liabilities					
Unrestricted reserves					
Restricted reserves					

27/07/16 Code of Governance Principle 2 - 1st Item

“Terms of Office on Board are a minimum of 3 years. Normally limited to 8-10 years. eg 2x4, 3x3,”

This is a change from Sport NI's current practice of 2 year terms and why?

Is this stipulation for Office Bearers only or all members? As members are all volunteers, it is extremely difficult to get people to commit to a 3 year term. We have officers terms as 2 years and no more than 3x2 other members 1 year

Sport NI has consistently adopted an approach encouraging sports to implement minimum and maximum terms of office for board members. This is to mitigate against the risk of an entire board changing, to ensure continuity, support succession planning whilst also promoting refreshment of boards. Where suggested terms have been published by Sport NI in line with best practice, this is not a Sport NI policy. Each governing body can determine terms which are ‘best-fit’ for those organisations whilst operating within the parameters of best practice.

27/07/16 Code of Governance Principle 4 - 2nd Item

“The Organisation has considered the implication of the Charities Act (NI) 2008 for its own legal structure and the legal structure of its NGB/branch/member clubs”

What is exactly required here as we are part of an All-Ireland Body and this will not be one of the Charity Commission priorities at this time (no date yet given)? As far as our clubs are concerned it is just a plan of implementation or what is required.

Organisations should explore whether they are required to register with the Charity Commission. In addition, they should provide details on current and proposed support to their member clubs (and branch if applicable), regarding the potential requirement to register with the Charity Commission.

- 27/07/16 **What are “Restricted Reserves?”**
Restricted reserves are profits that have been set aside for a particular purpose, for example to pay for maintenance or purchase fixed assets. By being “restricted” they are not readily available for use on “normal” operating costs and activities of the organisation.
- 27/07/16 **What if an organisation has not finalised their accounts for 2015/16 yet?**
It is acceptable for draft figures to be provided.
- 27/07/16 **What if an organisation’s accounts have a year end different to 31 March?**
The year end date does not need to be 31 March. Form should be filled in using the year column that corresponds with the appropriate year end date. For example, if year end date is 31 March 2016, the 2015/16 column should be used. This would also be the case if the year end date was 30 November 2016.
- 27/07/16 **For grant income, should the branch’s income figures be used or that of the NGB?**
If it is the branch applying for funding, then the branch’s figures should be used. Figures should correspond with the body applying for funding.
- 19/07/16 **In the guidance notes page 12 refers to 2 years audited accounts while page 26 refers to 5 years audited accounts, please can you clarify what is required?**
The submission of 2 years accounts is as an eligibility criteria. Should an organisation be unable to provide this they will not be considered eligible for support under these programmes. This criteria is in line with the UK Sports Councils Policy for recognition of governing bodies.
- Sport NI is requesting financial information in relation to previous 5 years’ sets of accounts and projected income and expenditure over the course of the new investment period. This information will be used to assign a risk level to the organisation in terms of financial analysis metrics (for example, calculating liquidity ratios and analysing reserves coverage and dependency on grant income). This will inform how Sport NI works with the organisation going forward in terms of assisting the organisation achieve an improved financial position were analysis of the data suggests that this may be necessary. Most of the historical financial information Sport NI will use to carry out this analysis will likely be contained in an organisation’s full set of annual accounts. Where this is not the case, Sport NI is requesting that additional breakdown of the figures in the accounts is provided. If a sport is unable to provide 5 years – for example an organisation which has not been in existence for 5 years – this will not preclude the organisation from receiving support through the programme.
- 22/06/16 **As a federation representing 4 component governing bodies - what do we need to have in relation to safeguarding policies?**
Policies for component governing bodies should be submitted.
- 22/06/16 **Administration assistance - are there currently any admin posts being funded without other support?**
SNI will not invest in administration, without investing in sporting clubs and/or winners related investment elements.

22/06/16 **Page 12 representation question re document? Is this referring to the documents SNI have asked sports to do previously?**

No, Sport NI expects Governing bodies to provide a document that is aimed towards athletes and clearly outlines for athletes (and their parents/guardians) what the pathways to British and Irish representation are in the sport. Sport NI would expect the document to highlight what an athlete needs to do to be eligible for selection by an Irish or British Governing body (e.g. any rules relating to stage of development when an athlete is considered to be making a choice that will tie them under International Federation rules, passports, licenses, residency, club membership, governing body affiliation, competition structures etc.). Sport NI would also expect the document to provide accurate information regarding eligibility to compete for NI when pursuing British or Irish representation and also what rules exist should an athlete wish to change the country they represent. Finally the document should contain references to relevant documentation, the key contacts in the Irish, NI, UK governing bodies and be agreed between the relevant governing bodies.

22/06/16 **Legal clarity between regional body and national body - what is meant by this?**

Clear understanding of how a national and regional body work together. This should be clearly outlined in the governing documents or bye-laws of the organisations. The governing body should be able to articulate the relationship.

22/06/16 **Associations in Republic of Ireland - income etc.?**

Need to identify income which relates to the elements included within the funding proposal to Sport Northern Ireland. Income generation - looking at federations alone.

22/06/16 **Formal endorsement from NGB - what is deemed as a formal endorsement?**

A letter from the NGB would be acceptable, so long as the letter confirms that the NGB has been involved in the development of the proposals.

22/06/16 **Can sports access assessment criteria in relation to the completion of their financial position with Section 5 of Effective Organisations submission?**

The table on the next page identifies the analysis methods and calculations that will be used to identify the current financial position and trends of the applicant organisation over the past five years. This information will be used to work with organisations moving forwards and will not be used to determine whether an investment is made or not.

Analysis method	Calculation	RED	AMBER	GREEN
Current ratio	$\frac{\text{Current Assets}}{\text{Current Liabilities}}$	<1	1-1.5	>1.5
Debt ratio	$\frac{\text{Total Liabilities}}{\text{Total Assets}}$	>1	0.5-1	<0.5
Working capital/annual income (%)	$\frac{\text{Cur. Assets} - \text{Cur Liabilities}}{\text{Income}}$	<5%	5%-10%	>10%
Unrestricted reserves coverage (months)	$\frac{\text{Unrestricted reserves}}{\text{Expenditure}} \times 12$	<1 month	1-3 months	>3 months
Cash reserves/income (%)	$\frac{\text{Cash}}{\text{Income}}$	<20%	20%-50%	>50%
Operating surplus/(deficit)	Income – Expenditure	<0	0	>0
Reliance on grant income (%)	$\frac{\text{Grant income}}{\text{Income}}$	>50%	25%-50%	<25%
Reliance on Sport NI grant (%)	$\frac{\text{Sport NI grant income}}{\text{Income}}$	>50%	25%-50%	<25%
Reliance on ISC grant (%)	$\frac{\text{ISC grant income}}{\text{Income}}$	>50%	25%-50%	<25%
Reliance on UK Sport / Sport England grant (%)	$\frac{\text{UKS and or SE grant income}}{\text{Income}}$	>50%	25%-50%	<25%

SPORTING CLUBS

Submission

26/08/16 **Within the submission template there is a column titled ‘target population/s’, what is this referring to?**

If an organisation has a specific group/s for which they are targeting a particular programme/project/intervention then this should be recorded within this column. Examples of this may include (but are not limited to) ‘women & girls’ or ‘young people in areas of high social need’. The sport may define their own ‘target populations’ as they see fit, based on the strategic and operational priorities of the sport.

26/08/16 **Should the Targets/KPI’s within the operational plan template link to the 12 measures identified within the ‘Applied Principles and Measures’ section on pages 32 and 33 of the guidance notes?**

Programmes should demonstrate how they will positively impact upon the relevant measures identified on pages 32 and 33 of the guidance notes. Programmes/projects/interventions may impact upon more than one of the measures, where this is the case it may be appropriate to identify Targets/KPI’s which align to one or more of the measures to demonstrate a positive impact upon these.

26/08/16 **Where information is requested in terms of past and baseline figures of club members, is it Northern Ireland or All-Island figures that are required?**

Where possible figures for Northern Ireland should be provided. Where figures specifically for Northern Ireland are not available, it would be possible to provide figures for Ulster as a next preference and All-Island figures as a last resort, in the interim. Sport NI will work with sports receiving investment to ensure that Northern Ireland specific figures will be available before 1st April 2017.

26/08/16 **Section 2A of the submission template asks for membership figures relating to 2016/17 year. What do we do if we have not yet captured the data for this year as it has not yet finished?**

Each sport should aim to complete as much of the table as they can. However, we understand that the not all sports will have data for the current year. Where this is the case, the sport should submit their most recent data and indicate within the table where data for the current year has not yet been captured.

19/08/16 **Within the Sporting Clubs submission template in section 2A within the table that asks for stats on ‘club membership’ is this referring to all club members or only those actively participating in the sport within a club setting?**

The information provided should be based on the number of club members who are actively participating in the sport within the club environment. A consistent approach should be taken by each sport on how they report club members who actively participate across each year of the investment, including baseline.

11/08/16 **On page 7 of the Sporting Clubs submission document in the first table (Club Volunteer Population) the table asks for ‘Total Active Officials’ and ‘Officials with a Disability’ – should this read ‘volunteers’ rather than ‘officials’.**

Yes. Apologies, this is a small typing error which has now been corrected and re-sent to all organisations who have expressed an interest. The word 'volunteers' has replaced the word 'officials' in this table (highlighted in blue below). If organisations have already begun completing the original version, you do not need to transfer to the updated template, it is acceptable to just replace the word 'officials' with 'volunteers' (as below) in the version you are currently working on.

Club Volunteer Population

Club Volunteer Population	Baseline	Required Population	Population @ End of 2017/18	Population @ End of 2018/19	Population @ End of 2019/20	Population @ End of 2020/21
Total Active Volunteer Population						
Male						
Female						
Volunteers with a Disability						

29/07/16 Why is an operational plan required within the Sporting Clubs submission template?

The operational plan forms part of the submission template for the Sporting Clubs element of the available investment opportunity. This submission template has been developed to assist sports to articulate their aspirations relevant to the Sporting Clubs applied principles and measures. The action planning element has been given prominence within the Sporting Clubs submission template in order to provide applicants with an opportunity to outline how they will deliver against the organisations strategic plan and the projections they have made earlier within the submission template.

19/07/16 Is it possible to reference strategic documents within the submission (beyond national strategy), and if so how should this be done?

Yes. This should be done by referencing the document, including page number, within the appropriate column in section three of the submission template.

19/07/16 How will value for money be assessed?

Value for money will be assessed by comparing the financial investment requested against the objectives delivered within the proposal. This information will be drawn from sections 2, 4 and 5 of the Sporting Clubs submission template.

19/07/16 Can organisations submit relevant operational plans to support the submission?

A6. Yes (see pages 16 and 36 of the guidance notes). However, these should be clearly referenced when referred to or relevant within the submission document.

22/06/16 Baselines - concern in obtaining new baseline information?

Organisations are asked to submit their latest information with regard to baselines and evidence how this was obtained.

22/06/16 What is included within active and skilled officials?

Those who are actively involved in refereeing, umpires, table officials etc.

22/06/16 Where do the likes of the club administrators and secretary fit?

Within the active and skilled volunteers aspect of Sporting Clubs.

General

19/07/16 Can organisations who may not deliver benefits within Sporting

Winners still apply for investment to support the development of talent and performance coaches?

Yes, organisations can apply for investment in coach development activities which would positively impact upon the coaching development related objectives of the programme (see page 32 of the guidance notes). However it is important that coach development interventions are linked to participant/club/athlete/team aspirations of the organisations planned work. Please note that this would not include investment in coach deployment to work with athletes/teams.

19/07/16 Will aspect of ‘participation’ related work be invested in through Sporting Clubs?

This depends upon the outcomes of this work. If this work impacts positively upon the identified measures of Sporting Clubs (see page 32 and 33 of the guidance notes) then it would be considered for investment.

19/07/16 Will aspect of ‘schools’ related work be invested in through Sporting Clubs?

This depends upon the outcomes of this work. If this work impacts positively upon the identified measures of Sporting Clubs (see page 32 and 33 of the guidance notes) then it would be considered for investment.

19/07/16 Can investment be used to support work taking place within Ulster, but outside Northern Ireland?

This investment programme will utilise National Lottery Funding. The National Lottery Act Policy and Financial Directions require that Lottery funds are entrusted to Sport NI for distribution to make an important and lasting difference to the quality of life of the people living in Northern Ireland. Restriction on the use of National Lottery Funding relates to the beneficiaries of the project (see guidance notes page 13). Sport NI may consider the delivery of a programme outside of Northern Ireland if the organisation can demonstrate that the majority of the beneficiaries are from Northern Ireland. Sport NI will also consider the programme costs of the proposed investment and how it will contribute to the achievement of identified KPIs.

22/06/16 How do you envisage Active Clubs being included within the submission?

The current Active Clubs investment will finish on the 31st March 2019. Organisations who wish to continue these posts have the option to do so through the Sporting Clubs submission (Reference page 38 Guidance document). A range of options may be proposed by different applicants, including continuation of posts; alterations of posts to include a wider remit or added value to post in year 1 and 2 as well. As with other resources identified it is important for organisations within their Sporting Clubs submission to evidence the need for the resource and the additional outcomes and benefits that will be achieved.

SPORTING WINNERS

General

07/07/16 **On the question of alignment of SNI investment with NGB plan - what if they do not align?**

The sport generates its plan for the development of the sport and to achieve its objectives. SNI will only invest in line with its own strategic objectives. The SNI Corporate Plan and the guidance document help to explain these.

22/06/16 **In the past there was an Athlete Investment Programme - is this being subsumed within Sporting Winners?**

Yes. (Reference page 7 Guidance document).

Eligibility

26/08/16 **What if a sport is under consideration for inclusion at the 2020 Tokyo Olympic Games/2022 Beijing Winter Olympic Games?**

The sport may decide to make a submission. However any subsequent decision-making relating to investment will require confirmation that the sport has been included in the Tokyo Games/Beijing Winter Games.

11/08/16 **Can Olympic sports target non-Olympic disciplines at Senior World Championship level through Sporting Winners?**

Sport NI is willing to invest towards Olympic success in Olympic sports, i.e. supporting sports to achieve at the pinnacle of their sport. Non-Olympic disciplines (within Olympic sports) will not be supported through Sporting Winners, for Olympic sports. Non-Olympic sports follow guidance concerning National Performance Sports as outlined on page 40 of the guidance document. Sports should only submit one set of templates in Sporting Winners, as per page 44 of the guidance document.

19/07/16 **Define a Northern Irish athlete?**

Where the sport provides an opportunity to represent Northern Ireland at international level (World, European or Commonwealth Games), Sport NI will consider a Northern Ireland athlete to be one who can demonstrate eligibility in line with the individual sports specific eligibility criteria.

Where there is not an opportunity to represent Northern Ireland (i.e. sports structured on an all-Ireland and GB&NI representation basis at international competition with no Commonwealth Games context) an athlete must have been born in Northern Ireland or have a parent born in Northern Ireland.

07/07/16 **The guidance notes identify that investment should in the main benefit inhabitants of NI. How should sports interpret this?**

Sporting Winners is a programme to help more Northern Ireland athletes to win at the highest level. This involves athletes being part of National programmes at Irish, UK and in some cases NI level. Sport NI will consider investing in programmes that provide NI athletes with the best opportunity to compete and succeed at the highest level.

22/06/16 **Unless your sport is involved in the Olympic, Paralympic, Commonwealth Games or has a World Championship - are you ineligible?**

Yes

22/06/16 **What is the definition of a National Performance Sport?**
The National HP agency in UK or Ireland is investing in the sport at high performance level, or a Northern Ireland sport that is recognised as the National Governing Body. (Reference page 68 Guidance document)

22/06/16 **Can sports targeting Winter Olympics / Paralympics apply?**
Yes.

22/06/16 **If an athlete is winning medals at world level will they be funded?**
If their sport meets the Sporting Winners eligibility criteria a submission from the sport will be considered for investment.

Submission
19/08/16 **How much should my sport budget for service provision if any support we have received in the past has been through a Sports Institute?**

Sport NI may be able to meet demand in service areas through the Sports Institute or through financial investment. Therefore understanding sports' needs is important to allow the most effective targeting of resources.

It is possible that some sports have received service support across one or multiple service areas from a Sports Institute, therefore do not know how much to budget for such work within the submission. Multiple factors affect how much sports may need to pay to secure service provision;

- Frequency/Volume of support – Using service providers on a daily basis is likely to offer greater economies (allow you to negotiate better rates) than a one-off session. Accessing service for a week or more (such as a training camp) may be easier than securing an hour or two each day over a prolonged period. Some practitioners may charge a session cost rather than daily rate. Sports could also consider salary costs, which could range from an intern/development post to a senior level staff member.
- Level/Experience of service provider - The greater experience level the practitioner has, the more expensive they are likely to be. Sports should target the appropriate level of practitioner to meet the needs of their athletes and programmes.
- Facilities – In addition to the cost of the service provider, where do they operate? Are they coming to your facility to be on-site, does their time include access to their facility, or does facility access need to be negotiated separately?

It is reasonable to consider a daily rate in the range of £200 to £300 depending on the level of practitioner and based on frequent work over a prolonged period, although sports are not limited to this range.

Daily rates

General: £200-£300
(including Strength and Conditioning, Physiology, Nutrition and Performance Analysis)

Physiotherapy:	
Physiotherapist	£220
Senior physiotherapist	£300
Sports Psychologist	£250
Lifestyle coach	£200

Also of relevance are S&C session rates:

Strength and Conditioning Coach - per 60/90 minute session (daily rates as above)	£40
Senior coach - per 60/90 minute session (daily rates as above)	£80

If you require some additional information in these areas, you can contact the below personnel within Sport Northern Ireland's Sports Institute;

Des Jennings – Performance Skills (Psychology and Lifestyle)
desjennings@sini.co.uk

Kerry Kirk – Sports Medicine (Physiotherapy and Sports Medicine)
kerrykirk@sini.co.uk

David Lasini – Strength and Conditioning
davidlasini@sini.co.uk

Declan Gamble – Performance Science/Physiology
declangamble@sini.co.uk

Lorna Cooke – Performance Nutrition
lornacooke@sini.co.uk

Johnny Bradley – Performance Analysis
jonathanbradley@sini.co.uk

11/08/16 **Should a sport include the parent and non-parent National Governing Body in the income of the investment template?**

This will be dependent on the relationship between the bodies involved and will be different for different sports. If there is a partnership between the NI body and both GBR and IRL NGBs then both may be relevant figures. However if NI athletes compete for a non-parent jurisdiction and the NI body has no (or limited) control or involvement in that athlete's national programme there would be no relevance in showing the financial position of that National Governing Body.

11/08/16 **Where a Regional Governing Body is engaged in delivering performance development but the National Governing Body does not support performance development, can a Sporting Winners submission be submitted?**

If the NGB does not wish to engage in performance, Sport NI would take that as an indication that investment is not required for performance. It may be that a Regional Governing Body may still be able to deliver some aspect of Sporting Winners, such as Commonwealth Games success. The RGB may then be able to make a compelling case to deliver performance outcomes that are within their control. Sports putting forward

Olympic/World level benefits would need to be aligned nationally. Figure 1 (page 41) and figure 2 (page 42) in the guidance document indicate an Ulster/NI body could deliver Commonwealth Games results even if not engaged in World/Olympic competition, and the submission should reflect that position.

11/08/16 Would it be acceptable to put in a number rather than names in the athlete template?

From an NGB perspective only numbers are expected. For the NI athlete subset, names would ideally be provided, so that sports can demonstrate that they are making decisions on realistic athletes within their systems. It is feasible that in the later years of the four-year period, athletes may be anticipated that are not yet known to your sport. A sport can include such athletes as a number only, but should justify why it believes that it will be able to find/develop such athletes, based on such things as past trends or specific targeted projects they plan to undertake.

11/08/16 If two bodies are applying to support the same athlete(s), for example where a Paralympic athlete is supported by both the Regional Governing body of sport and a national Paralympic body, how should this be handled within the submission?

In any situation where sports anticipate that the support requested for an athlete/programme overlaps with another body, they should communicate with the other body to ensure that the boundaries of the support being sought is clearly understood. Appropriate discussions should be undertaken to ensure the resource is targeted effectively. The submissions from each of the bodies should correlate and the boundaries of the resource being sought from each of the bodies should be clearly defined within the submission from each body. In this case, performance objectives should also be aligned and consistent in each submission.

11/08/16 On the Athlete template, some of the defined tiers are similar to standards used in our sport, but others are too broad or there are not enough layers. Is there a way to add and/or merge tiers?

SNI wouldn't want the structure of these tiers to change but sports have the flexibility to add the definitions of what these tiers mean within their own sport to make it relevant to the standard defined by Sport NI. Sports can identify their own bespoke pathways and athlete cohorts within their strategic proposals, but use the provided template to indicate the athletes that closely correlate to the definitions provided, the tier definitions being:

1. Clear quantitative definition – World/Olympic top 3
2. Clear quantitative definition – World/Olympic top 8
3. Athletes the sport has high confidence in to qualify for Tokyo 2020
4. Athletes likely to qualify (more than 50% likelihood) for Tokyo 2020
5. Athletes unlikely to qualify (less than 50% likelihood) for Tokyo 2020 but sport can demonstrate future potential as described
6. Athletes unlikely to qualify for Tokyo 2020 but sport can demonstrate future potential as described

11/08/16 Within our sport, there is the possibility the International Federation will propose a change of game format in September/ October 2016. How should a sport apply for sporting Winners when there could be changes coming that will affect the 'strategic plan'?

Sports should apply for what is reasonably known at this time. There is the option for sports to use the 'Bottom-line and Stretch targets' as scenario

planning - outlining two options of how the sport could impact the next four years, dependent on different outcomes proposed by the International Federation.

02/08/16 **To assist with putting together the investment proposals for the next funding cycle can you provide guidance on how much support services would cost?**

The purpose of asking for costings for support services, is so that sports can realistically put forward full programme costs, without leaving out a component that has a financial value but is often considered by sports in a non-financial manner (as it may be accessed through a Sports Institute). Sport NI would encourage sports to consider the real costs they would face if they were unable to access support through a Sports Institute and were seeking this support in the open market. However Sport NI will provide some indicative information for service provider rates if sports are unable to source these themselves.

02/08/16 **If there is no National Strategy in place, and the regional NI body is developing the Strategic Proposal, does it need to reflect what the National body will be targeting?**

A regional body is limited to making statements about the influence within its own region and cannot suggest what will happen nationally, in the absence of the national body's involvement. This is because the regional body is likely to have limited ability to deliver any national agenda.

02/08/16 **If the regional body is writing the Strategic Proposal, will a letter of endorsement (a letter to say that what is proposed is acceptable) indicate national support?**

If the regional body is writing the Strategic Proposal that will suggest in the first instance that the National Governing Body is not fully directing the programme that operates within Northern Ireland. If it was, that National Governing Body would be making the submission. Therefore a letter of endorsement for the proposal will indicate national support, however it will also indicate that the national governing body is itself not delivering the proposal. There may be reasons for this position, which sports should explain within their proposal.

02/08/16 **Our regional body has been tasked to deliver the Para-sport programme for the national governing body. Do we complete our submission as the regional body or as the national body?**

The National Governing Body of a sport cannot pass on its national responsibilities. An NGB may elect for a particular region (or club) to take overall responsibility for delivering some aspect of their national programme. The regional body in that case would be in a position to put forward clearly the remit that it has been given and then develop a proposal to meet that remit. However within the strategic proposal Sport NI would expect the NGB to have submitted the analysis and rationale as to why it elected for a regional body to drive the delivery of a national programme, but also for it to clearly indicate how the NGB is leading this programme.

29/07/16 **Can you please outline the difference between a performance strategy and a strategic proposal? Should the strategic proposal be developed by the Provincial/Regional body or the National Governing Body?**

A performance strategy is a document written by a sport to address the development of performance levels within the sport and to achieve international results. Sport NI recognises that creating a performance

strategy takes time and energy and is also aware that a number of Governing Bodies have these in place. However as P43 of the Guidance document suggests existing documents may operate to different timeframes and as such there is likely to be the need for some form of a document (strategic proposal) to frame the sports compelling case for investment and act as a bridge to other documents that the sport may have e.g. performance strategy.

Regarding development and submission of the strategic proposal for Sporting Winners – all of the performance benefits the proposal will target are based on international results. These can only be achieved by a National Programme

29/07/16 We require sign off from their NGB for elements of High Performance but are concerned that we will not receive approval as relevant personnel are solely focused on the Rio Olympics. Shall applicants be penalised if sign off is not received through no fault of their own?

Sports were given an indication of the process in Jan / Feb 2016. Further information was provided through a consultation process in April and the final documents were available from 14th June. Given that the investment is likely to be important to NGBs, Sport NI expects that the NGBs will have been actively involved throughout. A number of sports have strategic documents already in place to cover part or all of the period 2017-21. In terms of sign off – electronic sign off would be acceptable.

29/07/16 Within my sport the regional body is aligned to the GBR national governing body, but the majority of athletes compete for IRL national governing body. How should the submission be made to reflect this? [The answer in this case would apply equally in the reverse situation where the regional body in Northern Ireland aligned to the IRL national governing body but the majority of athletes compete for the GBR national governing body]

The regional body (home country or branch) should consider how effective a performance pathway is if the strategic direction for that pathway comes from one national body, but the athletes on that pathway compete for a different national governing body. If neither national governing body gives the regional programme direction, how can the NI body have certainty that the regional programme will deliver athletes capable of national selection and international success? If the regional programme is influenced by both national governing bodies, is one more dominant than the other or are both equal partners in the development programme of that region?

Sport NI believes that in all cases where athletes compete for GBR or IRL, the body in Northern Ireland will have a dominant 'parent' organisation that will (or should) give the strategic direction to the performance development of athletes throughout their jurisdiction. Sports are most likely to develop their own performance strategies and pathways to reflect that direction. Where athletes compete for an alternate national governing body, the regional body should be able to clearly articulate if or how such athletes are supported.

If athletes competing for an alternate national governing body receive more support than the parent national has indicated NI should be providing to athletes, this would bring into question the role of the NI body to facilitate athletes towards the parent national governing body. This is a key factor that sports can anticipate and resolve within their submission.

27/07/16 **When completing the track records of sports within the templates, are they completed for financial years, sport's season or calendar year?**

Financial years will be used to track investment against performance achieved (benefits and outcomes) during each of the four years of the programme, therefore it was logical to use the same treatment to enable effective comparison against previous periods within the templates. Whilst alternatives such as calendar years may suit some sports, others would desire a September to August year, but a consistent approach was required. This applies only for the templates – sports can use their preferred annual period (calendar, financial or other) within the strategic proposal, as this is to be relevant to your sport, and therefore is at the sport's discretion.

14/07/16 **In my sport the existing regional based 'Talent' programme is a feeder to either National GBR / IRL programmes. How does this affect our submission?**

One of the GBR / IRL programmes must reflect the 'parent' NGB that your regional body aligns to. This means that your regional programme is part of the 'parent' NGB pathway and therefore is likely to be comparative to the regional programmes in other home countries (for GBR programmes) or provinces (for IRL programmes).

Emerging NI Performance athletes as defined in the guidance will be present somewhere on this pathway and the strategic proposal portion of the submission provides opportunity to explain how such athletes are best supported in practice. If athletes are choosing to move off the 'parent' NGB pathway in order to represent an alternative NGB, then it should be possible to show how the alternative NGB supports the athletes at performance level. The strategic proposal provides opportunity for the 'parent NGB to endorse where it sees specific investment required to feed future success at senior level.

07/07/16 **How far down the athlete pathway should be shown on the results recorded in the Track Record template?**

In both the Track Record template and in the forecasting Target templates it is senior results only that should be recorded. (Reference p39 and 51 Guidance document)

07/07/16 **Is SNI going to invest lower down a sport's performance pathway?**

The ATHLETES template is a good guide to how Sport NI wishes to target its investment. Following two cycles of investing lower down the pathway (in what were in the main regional programmes), in this new cycle Sport NI wishes to focus investment further up the pathway to Emerging NI Performance Athletes and to the top 5 performance layers defined within the ATHLETE template. (Reference page 9 Guidance document and Glossary definitions p68).

07/07/16 **What benchmarks are SNI going to use for the Emerging NI Performance athletes?**

The ATHLETE template provides broad definitions of the pathway layers but sports are encouraged to use their own specific performance measures to map their athletes onto this.

07/07/16 **As a team sport, when completing the ATHLETE template do we think**

about mapping the team or the individual athletes?

Think first about the level of performance that the team is achieving in order to start the process of mapping named athletes responsible for that current level of achievement. Further details on how to map athletes in teams is provided on P58 of the Guidance document for Olympic / Paralympic sports and page 65 for National Performance Sports.

07/07/16 Are there preferred costs that Sport NI would wish to see within submissions?

No, the sport should define and cost what is required for their performance programme. The INVESTMENT templates assist with this exercise. At the bottom of these templates a sport can identify specifically what investment is required from SNI. The strategic proposal also offers opportunity to explain the relative importance of the key elements of the performance programme.

07/07/16 Regarding endorsement required from National Governing Bodies. My sport aligns to UK but athletes mostly compete for Ireland, who is endorsement required from?

If the regional body's role is to move athletes along a pathway which offers them the opportunity to go either an Irish or a UK route, then there should be endorsement of this pathway within both of the Governing Bodies affected by it. The 'parent' governing body in terms of alignment should be aware and understand that NI athletes can choose to take either route towards the top of the performance pathway.

07/07/16 What is needed for endorsement?

Evidence that the National Governing body has steered the submission represents strong endorsement. Where this is not the case, the minimum level of endorsement is a written approval of the content of the submission.

07/07/16 The timeline is difficult for us - is there potential to submit supplementary information following the Olympics / Paralympics?

It is important to make a submission by the deadline. Additional information on results can be submitted after the deadline, as soon as it becomes available. Sport NI also reserves the right to ask sports for further clarification after the deadline should this become necessary. Sport NI intends to operate to the timeline shown on page 11 of the Guidance document.

22/06/16 Templates - are they optional?

No, they are compulsory, as key information is required to assess proposals.

22/06/16 How are athletes for longer-term success considered?

A sport's strategic proposal may include athletes with the potential to achieve in the future. It is important to recognise that Sport NI is seeking to invest in a targeted manner (reference page 9 Guidance document) and in Emerging NI Performance Athletes (reference page 68 Guidance document) rather than to spread investment throughout the 'talent pathway'.

Assessment

29/07/16 **How will value for money be assessed under Sporting Winners?**
Value for money will be determined as per p46 and P47 of the Guidance document. The assessment under Sporting Winners will be based on information provided within the templates plus the content of the strategic proposal.

07/07/16 **Will there be ‘pitches’ by sports i.e. face-to-face presentations to a Sport NI panel.**
There are no plans for ‘pitches’ as part of the assessment.

22/06/16 **Are the Olympic sports going to be given priority?**
Sporting Winners differentiates Olympic & Commonwealth sports. This has been identified as a priority within the Sport Northern Ireland Corporate Plan 2015 - 2020. Page 40 and Appendix 3 within the Guidance document explains priority order for performance objectives.

22/06/16 **Is there weighting towards medal achievement?**
Yes, performance objectives have been identified in priority order. (Reference page 40 and Appendix 3 within the Guidance document)

22/06/16 **Will the assessment be more concerned with looking at the past rather than the vision for the future?**
No. In considering the viability of a submission both the sport’s track record (the recent past) and its evidence based strategic proposal (future focused) will be assessed. The strategic proposal will be weighted more heavily than the track record. (Reference pages 46 & 47 Guidance document).

Investment

29/07/16 **Has investment in ‘Talent development’ been reduced or removed altogether by Sport NI and would the programmes be better served by investment being made in Sporting Clubs, Sporting Talent and Sporting Winners?**

Why support Talent? There are wide and varied perceptions of what ‘talent’ is and that impacts why a sport may wish to develop it. Sport NI is aligned to the SPLISS (Sports Policy factors Leading to International Sporting Success) model and the associated understanding that talent identification and development has the potential to positively impact the development of future elite athletes, capable of medal winning performances at senior international level at World and Olympic level. The SPLISS model was underpinned by earlier research such as that of Oakley and Green (2001), who identified 10 items common in nations with consistent international sporting success, which included;

- an effective system for the statistical identification and monitoring of the progress of talented and elite athletes
- the targeting of resources on a relatively small number of sports through identifying those that have a real chance of success at world level
- Comprehensive planning for each sports need

These three points influenced the development of pillar four of the SPLISS model, ‘Talent identification and development system’.

In terms of this model, other academic research in this area and Sport NI’s position, Talent identification and development has the potential to act as a positive development step on the pathway towards international sporting success. In this context, Sport NI has made investment in Talent for the purpose of positively impacting the performance pathway. Many of the

talent principles could be applied in contexts outside the performance pathway, but Sport NI does not invest in talent for these purposes. For this reason, Sport NI agreed with the recent consultation feedback for this investment programme, that talent does sit more naturally within the Sporting Winners corporate objective, as any work that occurs around talent and developing emerging athletes, is funded on the expectation that this will increase the probability or likelihood of senior international sporting success within any given sport. In simple terms, investment in talent was previously made on the understanding that there would be a subsequent increase in athletes within the performance pathway.

In response to the query that Talent is no longer funded, this is not the case. Sports have the opportunity to put forward whatever is necessary to enable and/or sustain the development of their senior international athletes, so that they are capable of winning medals. No constraints have been put on what sports can request, or seek investment for. Sport NI has also been clear around the level of benefits and outcomes that sports should be seeking, if they are seeking investment within the performance pathway. Investment in Talent is NOT a base widening exercise. Therefore the less discriminant the talent programme is (i.e. the more generic it is), the less likelihood that programme has of elevating athletes up the performance pathway. It is for this reason that Sporting Talent would not be an appropriate corporate objective. Investment in talent was ultimately to deliver medal success at world level competitions, therefore investment in that area needs to clearly make the connection with that end goal. Talent development is the means to an end, not an end in itself.

07/07/16 **Going forward is Sport NI inclined to invest more in sports who have deserved the resource versus sports who need the resource - which will Sport NI support?**

While seeking any public investment sports are required to demonstrate need. The intention within this programme is to be able to invest in sports that can deliver against benefits and outcomes. Sports unable to deliver on benefits and outcomes are not likely to receive Sporting Winners investment. Within the funding cycle the intention is to review achievement and alter investment in line with both over and underachievement.

07/07/16 **If in the past, Sport NI have invested in a specific posts e.g. national academy manager or a national performance coach, if they are deemed to operate too far down the pathway for this new SW programme, would the sport be required to take the risk on these posts?**

If the sport values these posts it may decide to direct its own funding to retain them. Sport NI reserves the right to invest through the SW Programme in order to best meet its organisational objective.

07/07/16 **Will investment be 4 years, or two years with the latter 2 years indicative?**

Sport NI is aiming to make 4-year investments, which will be subject to annual review and, a degree of fluctuation across the time period based on performance against targets.

07/07/16 **Are there allocated percentages of the investment set aside for Sporting Winners and Sporting Clubs?**

There are no predefined allocations. The strength of proposals will help

shape decisions around allocation.

Sport Agencies other than NGBs
22/06/16 **If athletes are not directly aligned to the Sports Agency – what is expected in relation to the athlete information within the proposal?**

It would be expected that a submission from the Sports Agency would reflect information from the Governing Bodies of sport that the agency represents. It would be especially important to identify athletes targeting performance objectives such as medals and top 8s.