



**Effective Organisations
Submission Document**

Introduction

Over the past 8 years, with the support of Sport NI, many organisations have introduced new and more robust approaches to running their organisation and governing their sport. During 2017 – 2021, Sport NI wants to ensure that sports continue to raise standards in the areas of sports governance, performance management and in the financial viability and sustainability of their organisations.

This Effective Organisations template has been developed to help your organisation detail proposals regarding how you intend to develop your organisation's effectiveness over the next four years. Sport NI will then assess your organisation's current and planned effectiveness across the following areas: corporate governance, governance of your sport, performance management and financial viability and sustainability.

Sport NI may seek further clarification from applicants when undertaking the assessment. However it is important that you include **all** relevant detail and supporting documentation with completing your submission. There are 7 Sections within the Effective Organisations submission document and its requirements are detailed below. Applicants may add additional rows to the tables in the document if required but should not amend the column structure of the template.

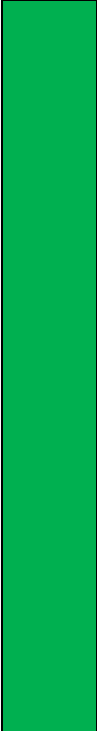
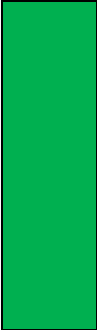
Effective Organisations Template

The Effective Organisations Template is divided into the following Sections:

- Section 1: Applicant details and other funding applications associated with this bid for investment.
- Section 2: Eligibility requirements to make an application to the Sporting Clubs and Sporting Winners programme.
- Section 3: Track record of improving your organisation's governance and performance management in 2013 – 2016.
- Section 4: Your current position and plans for meeting Sport NI's Effective Organisations' expectations.
- Section 5: Your financial position.
- Section 6: How you will ensure the achievement of Sport NI's expectations and how you will continue to raise standards of governance within your sport during the 2017 – 2021 investment period.
- Section 7: What do you need to get there?

SECTION ONE: APPLICANT DETAILS AND OTHER FUNDING APPLICATIONS ASSOCIATED WITH THIS BID FOR INVESTMENT.

	Organisation name:			
	Organisation address:			
	Lead contact(s) (up to 3 where there may be different leads for each area Winners, Clubs and Effective Organisations)			
	Type of submission (please tick) - Sport NI would encourage national governing body led submissions, with the national governing body as the main applicant organisation and with clarity of role for the local branch in the proposed strategy/project. However in those instances where the applicant organisation is the local branch, we require a formal endorsement of this submission by the national governing body of sport. If the proposed strategy/project is successful in attracting Sport NI Lottery investment, the grant is normally paid to the applicant organisation.	<input type="radio"/> National governing body led submission and, if successful, the award contract would be with the national governing body of sport, who would receive and administer the grant. <input type="radio"/> Local branch submission with formal endorsement from the national governing body and, if successful, the award contract would be with the local branch, who would receive and administer the grant. <input type="radio"/> Northern Ireland stand-alone governing body with direct affiliation to international federations. <input type="radio"/> Other, please describe i.e. umbrella organisation or multisport agency.		
	Please list all other live awards or applications to other funders that relate to your submission under the Sporting Clubs and Sporting Winners Programme.	Funder	Amount	Please indicate if application or award stage:

SECTIONS TWO: ELIGIBILITY REQUIREMENTS TO MAKE AN APPLICATION TO THE SPORTING CLUBS AND SPORTING WINNERS PROGRAMME. THE DOCUMENTATION LISTED MUST ACCOMPANY THIS TEMPLATE.		Please tick to confirm that you meet the eligibility requirements and have included copies of required documentation.
	Constitution, memorandum and articles of association for the National Governing Body of Sport and the branch, signed and dated by an office bearer and accompanied by the minutes of the general meeting when approved.	<input type="radio"/>
	The last 2 years' audited accounts or income and expenditure statements.	<input type="radio"/>
	Equality Policy	<input type="radio"/>
	Safeguarding Policy	<input type="radio"/>
	Anti-doping Rules/ Policies compliant with the World Anti-Doping Code (WADA)	<input type="radio"/>
	Conflict of Interest Policy	<input type="radio"/>
	Complaints Policy	<input type="radio"/>
	Details of your Board size and composition including a list of your current Board or Management Committee members, including office held.	<input type="radio"/>
	Please tick to confirm that your organisation and the proposed strategy and project meets the following eligibility checks:	
	The proposed project must, in the main, benefit the inhabitants of Northern Ireland	<input type="radio"/>
	The proposed project will benefit sporting activities recognised under the UK Sports Councils' recognition policy.	<input type="radio"/>

	<p>The applicant organisation has not committed itself by purchase, contract or other binding agreement, before receiving an offer of award or permission to proceed from Sport NI.</p> <p>The proposed project represents additionality to existing resources and in particular to existing or planned investments.</p>	<p><input type="radio"/></p> <p><input type="radio"/></p>
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SECTION THREE: TRACK RECORD OF IMPROVING YOUR ORGANISATION'S GOVERNANCE AND PERFORMANCE MANAGEMENT IN 2013 – 2016.

When making investment decisions relating to 2017-2021, Sport NI will consider your organisation's track record of delivery between 2013 - 2016. All applicants should use the text box below to provide a high level summary of the key achievements, strengths and weaknesses of your organisation over the past three years in relation to the governance and performance management of your sport. For those organisations who have received investment through PerformanceFocus you must include outcomes in respect of the agreed KPI's and system targets.

SECTION FOUR: YOUR CURRENT POSITION AND PLANS FOR MEETING THE SPORT NI'S EFFECTIVE ORGANISATION EXPECTATIONS.

Sport NI has identified a number of expectations to be met or maintained by any organisation receiving investment through the Sporting Clubs and Sporting Winners Programme. Some of these expectations will already have been met by most organisations. Please tick the relevant box in the tables below, for each expectation and provide further detail and evidence as to how you meet the expectation or intend to meet it, as relevant. Organisations need to give an explanation if the expectation is not going to be achieved or is not relevant to their particular context.

Through an assessment of your responses, your organisation will be assigned a risk rating in terms of its Governance System, Performance Management system and Sports Governance system. The questions related to each of these areas are colour coded as follows:

Governance System	
Performance Management System	
Sports Governance System	

The expectations have been grouped according to the Principles of the Code of Good Governance for the Voluntary and Community Sector (Revised 2016)

Sport NI Expectations for Organisations applying for Investment under Sporting Clubs and Sporting Winners.

Implemented & in place (Evidence Required):	Progressing & Commitment to 2016/17	Commitment to 2017/18	Commitment to 2018/19	Commitment to 2019/20	Commitment to 2020/21	Your organisation anticipates that this will not be achieved within the 2017/21 period – provide explanation why this will not be met in the 2017-21 period.
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Code of Good Governance Principle 1 – An effective board will provide good governance and leadership by understanding its role and responsibilities.

The Board (or if more appropriate please substitute the term Management Committee) has committed to adopt a code of good governance and will demonstrate its commitment to applying the principles promoted within the adopted code during the 2017 – 2021 investment cycle.

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There is clarity in the legal relationship and operational/strategic relationship between the National Governing Body and the Regional Branch.

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Please provide further detail on your responses under Principle 1.

Sport NI Expectations for Organisations applying for Investment under Sporting Clubs and Sporting Winners.						
Implemented & in place (Evidence Required):	Progressing & Commitment to 2016/17	Commitment to 2017/18	Commitment to 2018/19	Commitment to 2019/20	Commitment to 2020/21	Your organisation anticipates that this will not be achieved within the 2017/21 period – provide explanation why this will not be met in the 2017-21 period.
Code of Good Governance Principle 2 – An effective board will provide good governance leadership by working well both as individuals and a team.						
Terms of office on the Board are a minimum of three years. Normally limited to 8-10 years. e.g. 2x4, 3x3,						
A Board skills audit is implemented annually or in response to the needs of the organisation.						
The Board ensures that it is recruiting the required, diverse mix of skills and experience on to the Board.						
The organisation can demonstrate that it is working to ensure that gender balance on the Board comprises of at least 25% women (or men when they form underrepresented groups).						
The Board undertakes an annual evaluation of the Board’s performance (collective and individual Board members).						
Board members are provided with appropriate Induction and training.						
Please provide further detail on your responses under Principle 2:						

Sport NI Expectations for Organisations applying for Investment under Sporting Clubs and Sporting Winners.						
Implemented & in place (Evidence Required):	Progressing & Commitment to 2016/17	Commitment to 2017/18	Commitment to 2018/19	Commitment to 2019/20	Commitment to 2020/21	Your organisation anticipates that this will not be achieved within the 2017/21 period – provide explanation why this will not be met in the 2017-21 period.
Code of Good Governance Principle 3 – An effective board will provide good governance leadership by ensuring delivery of organisational purpose.						
The Board oversees a performance management system that ensures that the organisation’s resources (financial and human) are utilised in line with the organisation’s strategy e.g.:						
There is a system in place to monitor and report progress against strategic objectives and targets.						
Staff work programme(s) in place.						
Staff Induction and Appraisal system.						
Long term financial planning – minimum 4 years.						
Budget monitoring.						
Please provide further detail on your responses under Principle 3:						

Sport NI Expectations for Organisations applying for Investment under Sporting Clubs and Sporting Winners.						
Implemented & in place (Evidence Required):	Progressing & Commitment to 2016/17	Commitment to 2017/18	Commitment to 2018/19	Commitment to 2019/20	Commitment to 2020/21	Your organisation anticipates that this will not be achieved within the 2017/21 period – provide explanation why this will not be met in the 2017-21 period.
Code of Good Governance Principle 4 – An effective board will provide good governance leadership by exercising appropriate control.						
The organisation is deemed "robust" and maintains that standard following a Sport NI Financial Systems Controlled Assessment (FSCA).						
The organisation has considered the implications of the Charities Act (NI) 2008 for its own legal structure and for the legal structure of its NGB /branch/ member clubs.						
The organisation implements an appropriate risk management policy and maintains a risk register.						
The organisation operates a scheme of delegated authority to Committees and staff.						
Proper arrangements are in place for the recruitment, supervision, development and remuneration of staff.						
A volunteer recruitment, development and retention policy is in place.						
Please provide further detail on your responses under Principle 4:						

Sport NI Expectations for Organisations applying for Investment under Sporting Clubs and Sporting Winners.						
Implemented & in place (Evidence Required):	Progressing & Commitment to 2016/17	Commitment to 2017/18	Commitment to 2018/19	Commitment to 2019/20	Commitment to 2020/21	Your organisation anticipates that this will not be achieved within the 2017/21 period – provide explanation why this will not be met in the 2017-21 period.
Code of Good Governance Principle 5 – An effective board will provide good governance leadership by behaving with integrity and by being open and accountable.						
The organisation takes steps to ensure independence of thought through the appointment of publicly recruited board members.						
The organisation implements a code of conduct for the Board.						
The organisation implements a social media policy.						
The organisation implements a policy in relation to match fixing and gambling within the sport.						
The organisation has achieved anti-doping compliance or maintains compliance with the World Anti-doping Code.						
The organisation implements an anti-doping education strategy.						
The organisation has achieved the Foundation level of the UK Equality Standards and is committed to achieving the next level of standard during the investment term. (If Foundation level has not been achieved it must be achieved in the investment term). State which year you anticipate achieving Foundation Level, Preliminary Level, Intermediate Level, Advanced Level						

<p>The Board has agreed and is implementing a framework for safeguarding (E.g. Organisational ownership of safeguarding, Case Management, Safeguarding Training and Communicating Safeguarding).</p>						
<p>The organisation has developed a document that has been agreed by the relevant British and Irish Governing bodies outlining pathways to British and Irish representation in the sport at European/World/Paralympic/Olympic levels, in order that athletes from Northern Ireland can make informed choices with regard to representation. Sport NI will require this expectation to be met within the first 6 months of the investment period.</p>						
<p>Please provide further detail on your responses under Principle 5:</p>						

SECTION FIVE: YOUR FINANCIAL POSITION

As a strategic investor Sport NI wishes to assess your organisation in terms of its liquidity ratios, reserves 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 where 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.

With your submission you must provide 5 financial years' full set of accounts or income and expenditure statements signed off as appropriate. (As evidence of your eligibility to apply, you must provide the last two years of audited accounts or income and expenditure statement).

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 bank and in hand					
Total Assets					

Please provide the total projected income and expenditure for your organisation for the period of the funding programme. This should be provided in the same format as the income and expenditure statement in your organisation's accounts.

This information will enable Sport NI to undertake assign the risk rating for financial viability.

	2017/18	2018/19	2019/20	2020/21	Total
Total income					
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					
Unrestricted reserves					
Restricted reserves					

SECTION SIX: OUTLINE HOW YOU WILL ENSURE THE ACHIEVEMENT OF THE ABOVE EXPECTATIONS AND HOW YOU WILL CONTINUE TO RAISE STANDARDS OF GOVERNANCE WITHIN YOUR SPORT DURING THE 2017-2021 INVESTMENT PERIOD.

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SECTION SEVEN: WHAT DO YOU NEED TO GET THERE?

Please outline the priorities for investment/resource that you require to deliver your strategic objectives. These should include staff required, programmes/initiatives and services. Please rank these in terms of priority if full investment requested is not available due to demand. This table should only be completed if your organisation is requesting financial support in respect of Effective Organisation development.

Example Requested Resource

Resource Requested	Development Priority (Key Objective/s and return on investment)	Partnership Resources / Own funds in place		Impact to Sporting Clubs or Winners Strategic Objectives	Priority Ranking
<p><i>Salary: Full-time Executive Manager Post (£30,000 + on costs)</i></p> <p><i>Programme Investment: £2,500 Per Annum. Total £10,000.</i></p>	<p><i>To grow and sustain financial sustainability by 10% by 2021.</i></p> <p><i>Improved governance and management systems</i></p> <p><i>XX increased investment from alternative sources.</i></p> <p><i>Improved assurance ratings across safeguarding, equality etc.</i></p>	<p>Sport NI Resource:</p>	<p><i>Salary: £30,000 + on costs/Annum.</i></p> <p><i>Programme: £2,500 per Annum.</i></p>	<p><i>Additional resource to support national teams programme.</i></p> <p><i>Improved reputation of sport to support growth.</i></p>	<p><i>Executive Manager Post – Priority 1.</i></p> <p><i>Programme Investment – Priority 2.</i></p>
		<p>Gov Body Resource:</p>	<p><i>£2,500 per annum.</i></p> <p><i>Total £10,000.</i></p>		
		<p>Partner Resource:</p>	<p><i>£0</i></p>		

2017-2021 Requested Resource

Resource Requested	Development Priority (Key Objective/s) and Return on Investment	Partnership Resources / Own funds in place		Impact to Sporting Clubs or Winners Strategic Objectives	Priority Ranking
		Sport NI Resource:			
		Gov Body Resource:			
		Partner Resource:			
		Sport NI Resource:			
		Gov Body Resource:			
		Partner Resource:			
		Sport NI Resource:			
		Gov Body Resource:			
		Partner Resource:			
		Sport NI Resource:			
		Gov Body Resource:			
		Partner Resource:			
		Sport NI Resource:			
		Gov Body Resource:			
		Partner Resource:			