

Sporting Clubs and Sporting Winners Investment Programme

2017 - 21

This Guide is designed to enable you to plan and develop proposals (including baselines, strategies, budgets and targets) demonstrating how you can support Sport NI in achieving its Sporting Clubs and Sporting Winners objectives during 2017-2021.



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Introduction

Welcome to the Sporting Clubs and Sporting Winners Investment Guide.

Our investment strategy 2017 – 2021 under our Sporting Clubs and Sporting Winners objectives has been developed from extensive public and stakeholder consultation. It recognises our requirement to deliver the greatest possible impact against our Corporate Plan objectives in an environment of challenging public spending cuts, whilst considering the needs of individual sports and being responsive to an ever-changing environment.

We are committed to leading the development of a sustainable, efficient and effective sport system in Northern Ireland that is built on professional and ethical standards. This approach is in line with the Lifelong Involvement in Sport and Physical Activity Model which provides a policy framework within which it is possible to address the development needs of all individuals – in communities, in sports clubs and at the highest levels of sport.

Our approach also takes into consideration the Sport Policy Factors Leading to International Sporting Success (SPLISS) Research (2012) which found that Northern Ireland's sport development system is in its infancy and considerable investment is necessary to bring our system up to a standard that is comparable with other countries.

We intend to work with you and all our partners to build on the progress we have collectively made over recent investment cycles, to create the best environment possible to grow and achieve sustained participation in sport, as well as success at the highest levels of international competition.

Over the next few months we aim to understand the current position and long term strategy for your sport, what you believe it will take to achieve success and how much you think it will cost. We have designed an investment process that will maximise the quality of insight available to us, ensuring we make intelligent investment decisions that will achieve our Sporting Clubs and Sporting Winners objectives during 2017 - 2021.

We encourage you to base your submissions on accurate data relating to your sport and through consultation with your members and partners. Through your submissions we want you to clearly articulate your priorities for action

during 2017 – 2021, including how you intend to monitor and report your progress. Should you find that the current stage of development of your sport and/or the identified needs of your sport do not align to the strands of the Sporting Clubs and Sporting Winners Programme, we would urge you to consider very carefully if it is in the best interests of your sport to make a submission.

How National Lottery Funding is distributed to Sport in Northern Ireland

The National Lottery was introduced, following the enactment of the National Lottery Act 1993. Its purpose is to raise money for good causes with a view to complementing existing public expenditure funding. The lottery is the responsibility of the Department for Culture, Media and Sport through the regulatory body for the lottery, the National Lottery Commission.

Lottery proceeds are allocated to each of the good causes, and are administered by a network of distributing bodies in England, Northern Ireland, Scotland and Wales. Sport NI is the distributing body for Northern Ireland's share of the allocation to sport. Sport Northern Ireland receives 2.6% of the total good cause funding for sport across the UK, which equates to approximately £9m per annum.

Lottery funding distributed through Sport Northern Ireland has had a significant impact on sport within Northern Ireland and those in receipt of Sport NI lottery funding are explicit in their view that the developments that have happened would not have taken place without the financial support they have received.

Strategic Context for the Sporting Clubs and Sporting Winners Investment Programme 2017 – 2021

The overall strategic context for our Sporting Clubs and Sporting Winners Investment Programme 2017 – 2021 is the Sport NI Corporate Plan 2015-2020, which has a long term Vision of:

“Northern Ireland: renowned as a place where people enjoy, engage and excel in sport”.

This Vision is further energised through a Mission Statement for Sport NI:

“to lead world class sports development at all levels producing more participants and more winners”.

Sport NI believes that this Vision, and critically Sport NI’s Mission, can be realised through three strategic objectives - Sporting Communities, Sporting Clubs and Sporting Winners. These strategic objectives ‘frame’ six key outcomes that will increase sports’ participation and improve sporting performances by NI athletes on a global stage. Specifically, in relation to this proposed investment:

Sporting Clubs aims **to enable more people to develop and reach their sporting goals through a structured environment.**

In achieving this objective, the Corporate Plan presents two Priorities for Action:

Priority for Action 3

We will support the sporting workforce to enable sports clubs to develop and deliver quality, sporting experiences so that people can enjoy and sustain a sporting lifestyle.

Priority for Action 4

We will invest in quality sports facilities that engage communities, support achievement of sporting goals and develop future champions.

This Sporting Clubs and Sporting Winners investment Programme is targeted towards the achievement of Priority for Action 3.

The **Sporting Winners** objective aims **to help more Northern Ireland athletes to win at the highest level.**

In achieving this objective, the Corporate Plan proposes two Priorities for Action:

Priority for Action 5

We will prioritise those sports and athletes who have the potential to achieve success and excel at the Olympic, Paralympic and Commonwealth Games.

Priority for Action 6

We will work strategically with sports (including culturally significant sports) to invest high performance expertise where it is most needed to ensure success.

In light of the Sporting Winners objective it is intended that proposals for future investment in athlete development will prioritise those Olympic/ Paralympic and Commonwealth Games sports and athletes most likely to achieve success. Where resources permit, consideration will also be given to the requirements of other sports and athletes, in particular focusing on those with the potential to win at the highest level.

Changes to Previous Investment Models

The Sporting Clubs, Sporting Winners investment programme and process is an evolution of our investment approach in 2013 – 2017. The proposed changes have been made in response to:

- feedback received from sports organisations;
- our 2015 – 2020 Corporate Plan objectives and Priorities for Action;
- our review of investment approaches under PerformanceFocus 2013 - 2017, Athlete Investment Programme 2013 - 16, Active Clubs 2015 – 2019;
- feedback on service provision through Sport NI and Sport NI’s Institute;
- a need to target Sport NI’s investment to achieve the greatest impact against objectives and targets.

The Table below summarises the key changes in our investment approach and why the change has been made.

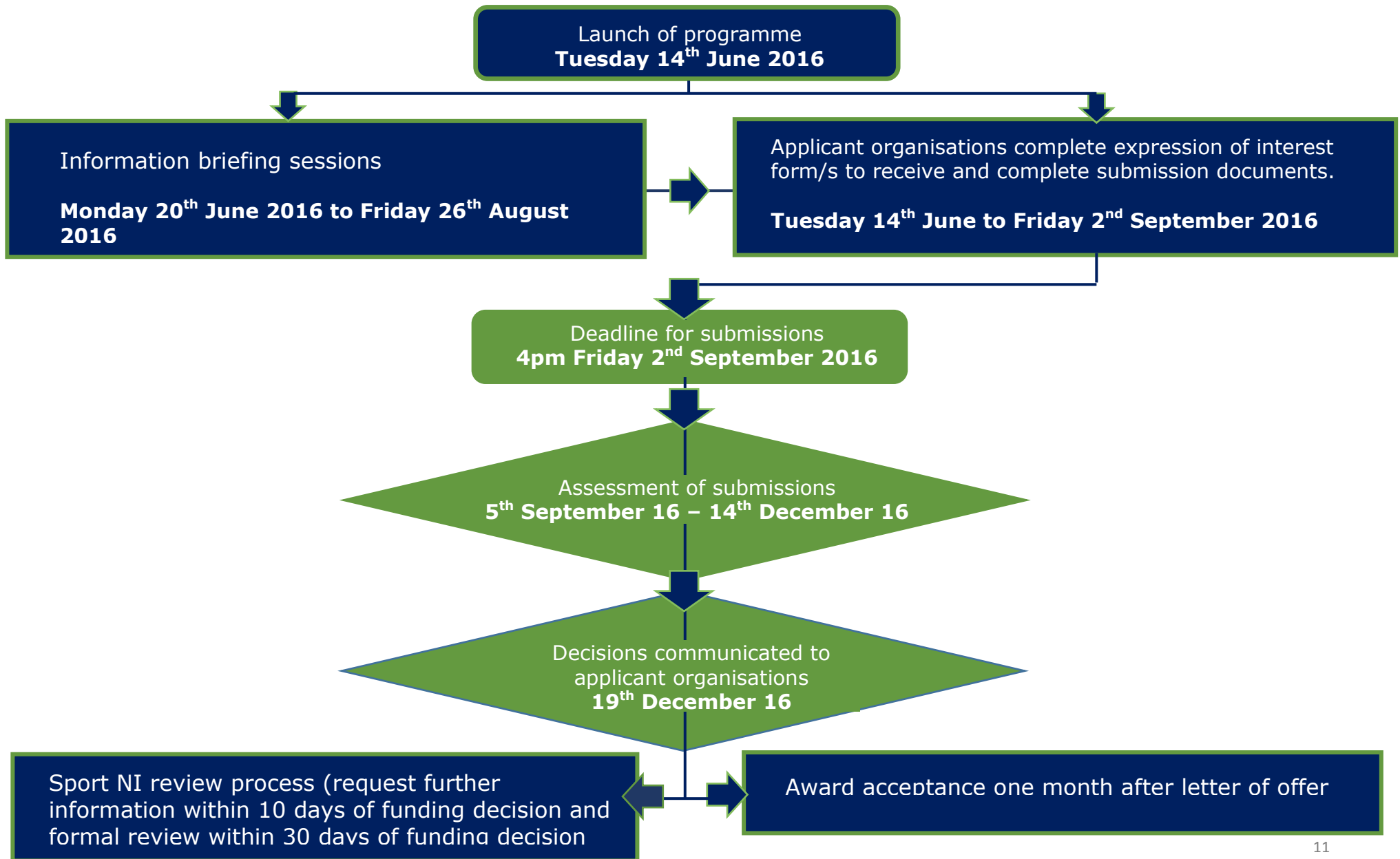
What has Changed?	Why?
One investment programme rather than a range of separate investment programmes e.g. PerformanceFocus, AIP; Active Clubs.	Sport NI believes that there needs to be a fully integrated approach to developing a world class sport system in Northern Ireland in acknowledgement that the pillars of the system, need to be developed in parallel. Therefore instead of offering a range of different investment opportunities running over different timescales, Sport NI is offering one opportunity that covers a number of the pillars of our sports development system.
One submission from a sport, rather than multiple submissions.	In line with the reason for bringing our different investment programmes into one outlined above, organisations seeking Sport NI investment will only make one overall submission to cover the 2017 – 2021 year period. That submission will link to the long-term strategy of the sport. This change in approach removes the need for a range of submissions to investment programmes covering

	<p>different timescales, allowing organisations to take a more co-ordinated and holistic approach in seeking investment to support the development of the sport over a 4 year period.</p> <p>During the investment period there will be annual reviews to consider progress against agreed activities and targets and, where reasonable, there will be an element of flexibility to enable activities and targets to be altered in line with changing circumstances or needs.</p> <p>Taking the annual reviews into consideration, Sport NI may decide to increase, reduce or cease investment depending on the organisation's ability to meet agreed KPI's.</p>
<p>Investment targeted towards the delivery of those elements of a strategy that will support the achievement of Sport NI objectives.</p>	<p>Sport NI aims to focus investment on parts of your organisation's strategy that will best contribute to the achievement of Sport NI objectives. We will also expect you to contribute through either your own or through other partnership funding. There will be elements of your strategy that we will expect you to deliver without Sport NI investment.</p>
<p>Investment targeted towards those sports that can demonstrate full alignment between the National Governing body and branch, in the delivery of objectives for the sport.</p>	<p>In order to create one integrated pathway for participants and athletes in sports it is important that the National Governing Body and its regions are working to achieve the same objectives and targets for the sport, with clarity on roles, responsibilities and relationships. Sport NI considers that every part of a Governing Body has a key part to play in the strategic development and delivery of the sport; however certain parts of the organisation are better placed to deliver some elements of the sport than others. For example, under Sporting Winners the focus will be on National Governing Body leadership and delivery of the high performance system and programme, in order to achieve medals and top placings at the highest level.</p>

<p>Investment decisions informed by greater insight into sports by Sport NI staff, due to 2013-17 approach.</p>	<p>Over the past 4 years, Sport NI has gathered data which has provided us with greater insight into the current weaknesses, strengths, poor and good practice within our sports development system. This work has focused on governance and culture, club development, coaching, talent identification and development, and high performance operations. We have also gained greater insight into developments and good practice from other countries from which we can learn, to ensure that through our investment in 2017 – 2021 we can continue to raise our sports development system up to a standard comparable with other countries.</p> <p>Our investment decisions will be informed by our insights into our overall system requirements as well as the needs and delivery record of specific sports.</p> <p>During the 2017 – 2021 period we will also use our monitoring information to make decisions on annual investment level, taking in to consideration;</p> <ul style="list-style-type: none"> - under or over achievement against targets (which may result in reduced or increased investment); - the fluctuating demands on sports and athletes at different stages of the major Games/competition cycle.
<p>A revised focus on emerging NI performance athletes, rather than spreading investment throughout the talent pathway.</p>	<p>Sport NI has identified a need to target additional investment to emerging athletes with proven talent, to ensure they have the necessary support to transition into the performance part of the pathway. This revised focus will mean a greater targeting of investment to a particular element of a sport’s performance pathway where the need is justified, and will mean that the resourcing of other parts of the pathway will need to be met by the governing body or relevant sports agency.</p>

<p>A themed approach to investment in the preparation of identified athletes for major competition.</p>	<p>This change reflects the greater priority given within our Corporate plan to achieving success at Olympic and Paralympic level competition, whilst also acknowledging the importance of Commonwealth Games and other national performance sports.</p>
<p>Introduction of a new approach to the drawdown of public funds which aims to reduce bureaucracy.</p>	<p>Sport NI has responded to Governing bodies' concerns about the bureaucracy associated with the drawdown of Sport NI investment. A new Grants Risk Management Policy has been introduced which reduces vouching for bodies with a "Robust" assurance rating following a Financial Systems Control Assessment. This policy will be fully implemented in 2016/17 and we will monitor its effectiveness in enabling the more timely release of financial resources.</p>
<p>Continued focus on self-evaluation, however with a more targeted approach to include both system development and population/club profiles.</p>	<p>Under PerformanceFocus investment 2013 – 2017, organisations were required to complete up to 5 Self Evaluation Templates (SETs) on an annual basis. Taking into consideration both the positive and negative feedback on the SETs, in 2017 – 2021 Sport NI is planning a more targeted approach to self – evaluation in the areas of workforce and club development, ensuring that only key information is sought. We will also expect governing bodies to systematically gather and report data on their club and workforce infrastructure to evidence development and growth through Sport NI investment.</p>
<p>A revised Living Costs policy and programme to:</p>	<p>Sport NI will have reviewed how it supports athletes to meet their living costs by end of September 2016. This review will consider ways to more clearly differentiate between athletes using their stage of development. It will also consider appropriate ways to take account of financial support from either Sport Ireland or UK Sport with a view to reducing funding differences between athletes on the same NI, UK or Ireland programmes.</p>

Submission and assessment timeline



Eligibility to apply to Sporting Clubs and Sporting Winners

Outlined below are the eligibility requirements to make a submission to the Sporting Clubs and Sporting Winners Programme. Your organisation must be able to demonstrate it meets these requirements at the time of submitting bids to Sport NI:

1. Your organisation is a Sport NI recognised governing body of sport (this includes branches/parent NGBs);
2. Your organisation is an “umbrella” body/ sports agency that represents the interests of recognised governing bodies of sport and/or their participants/athletes.

In addition, the following mandatory documentation must be provided at the time of making your submission:

- Constitution or Memorandum and Articles of Association for both the national governing body of sport and the local branch.
- Audited accounts or income and expenditure statement for the last two years
- National Governing Body of sport (including local branch as relevant) strategy
- Anti-doping Rules/ Policy compliant with the World Anti-Doping Code
- Safeguarding Policy & Procedures
- Equality Policy
- Conflict of Interest Policy
- Complaints Policy
- Your current Board or Management Committee composition and list of members, including office held, as relevant.

Finally, you will need to confirm that:

- The project, in the main, will benefit the inhabitants of Northern Ireland
- The proposed project will benefit sporting activities recognised under the UK Sports Councils' recognition policy.
- 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.
- The proposed project represents additionality to existing resources and in particular to existing or planned investments.

All the requested information must be submitted by 4.00pm on Friday 2nd September 2016.

What does the Sporting Clubs and Sporting Winners Investment Programme look like?

The Sporting Clubs and Sporting Winners Investment Programme comprises of three strands:

Strand 1 - Effective Organisations (For all bidding organisations)

Strand 2 – Sporting Clubs and/or

Strand 3 – Sporting Winners

Registering interest in the making a submission.

This guidance document and sample submission templates will be available for you to review on the Sport NI website from 14th June 2016. If, following a review of the information you are interested in making a submission, please complete the **Expression of Interest** using the link on the website. Sport NI will then send the relevant templates to your specified contacts.

Preparing your submission

Organisations must provide information under the Effective Organisations Strand of the Programme and then may decide to make a submission under either or both Sporting Clubs and Sporting Winners. Whilst you can bid for resources under each strand of the Programme, investment will only be offered under Effective Organisations, if Sport NI offers investment under the Sporting Clubs and/or Sporting Winners strands of the Programme.

Within any submission we expect you to define the strategy for your sport or sporting activity, and outline the essential costs to deliver that strategy. We will expect you to be able to tell us:

- the relationship between the current stage of development of your sporting activity, the targets you have set and why you believe you can achieve those targets over the next four years;

- how the achievement of your targets will contribute to Sport NI achieving the Sporting Clubs and Sporting Winners Programme objectives;
- the nature and extent of costs that you will incur in achieving your targets, how at least some of those costs will be covered by sources other than Sport NI, and what resources you require from Sport NI.

Through assessment of this information we aim to invest the right resources towards the right areas of development to achieve our collective goals.

Sport NI is keen to ensure that there are a diverse range of investments, i.e. a range of sports and target groups benefit from the investment, and a range of activities e.g. coaching; officiating; athlete preparation and competition are facilitated through the investment. Depending on the budget, Sport NI may decide to cap investment to particular organisations or into particular strands or activities, should the demand for investment be greater than the budget available.

Submitting your documentation to Sport NI

All documentation for Sporting Clubs and Sporting Winners investment needs to be submitted as follows:

- a) All documentation**, including the completed submission templates provided by Sport NI, to be submitted by email to the following email address submissionsscsw@sportni.net (Please note that there is a maximum email size of 10MB). When making your submission you must quote your organisation's name at the start of the subject line. Once we have received your submission we will issue you with a unique reference number which should be used in all subsequent correspondence.
- b) All the completed submission templates provided by Sport NI** are submitted by email to the following email address submissionsscsw@sportni.net (Please note that there is a maximum email size of 10MB). When making your submission you must quote your organisation's name at the start of the subject line. **Hard copies of**

supporting documentation can be submitted by post or by hand in an envelope addressed to Sporting Clubs and Sporting Winners Programme followed by your organisation's name in Brackets. If sending by post please send to House of Sport, 5a Upper Malone Road, Belfast BT9 5LA. If delivering documentation by hand please request a receipt from the Sport NI reception.

If either of these approaches are not appropriate for your organisation, please contact Sport NI at enquiriesscsw@sportni.net by 31st July 2016. Once we have received your submission we will issue you with a unique reference number which should be used in all subsequent correspondence.

The deadline for final receipt of your complete submission (Inc. all documentation) is **4pm on 2nd September 2016** for it to be considered as part of the assessment. Any information received after this time will only be considered by exception and at our discretion.

The Sport NI submission email will be active to receive information from 30th June 2016. Information should only be sent to this address if it forms part of your final submission for assessment.

Please note, we may request further clarification or information through the assessment period.

Support available for the development of your submission

The support we will provide as you develop your submission will assist you in understanding the submission process, our expectations and how we will make our investment decisions. It will not be a substitute for you applying your own understanding, skills and judgement. The writing and finalisation of your submission for the Sporting Clubs and Sporting Winners Programme is the responsibility of your organisation.

1. Guidance Document

Please bear the investment principles in mind when preparing your submission and respond directly to the guidance set out in this document. If you are unclear about any of the information provided please send an email to enquiriescsw@sportni.net in the first instance and a member of Sport NI staff will respond to you. We are likely to make your question and Sport NI's response available to others through a regularly updated Frequently Asked Questions (FAQ) section of the Sport NI website which will provide the latest position on the areas that are most important for applicants to understand.

2. Sporting Clubs and Sporting Winners Clinics

Sport NI is running a series of clinics which will provide you with an opportunity to ask questions which our staff will endeavour to answer at the time, or as soon as possible following the clinic. Questions will be asked and answered in a group setting. In the first clinic some information may be presented to clarify the context of the Programme and the investment process. Subsequent clinics may involve presenting and answering some frequently asked questions that have emerged between sessions. The clinics will not provide support to write your submission. Questions and responses from the clinics will be posted on the FAQ section of the Sport NI website that will be dedicated to the Programme.

To receive registration information for these clinics organisations must have completed the **Expression of Interest** process for the Programme. Pre-registration is mandatory for these events. If there are no registrations for any of the clinics, that clinic will be cancelled. Sessions will last approximately 90 minutes in duration, subject to the amount of questions from the floor. The 12 noon sessions will be webinar only from 19th July onwards and the specific web address will be sent once registration has been completed.

Clinic	Date	Theme	Elements	Venue	Times
1	Wednesday 22 nd June 2016	Setting the Scene & Submission Documentation	Sporting Clubs, Sporting Winners & Effective Organisations	Malone Lodge Hotel, Belfast	12 noon 3pm 7pm
2	Thursday 7 th July 2016	Emerging Questions	Sporting Winners	Dublin	12 noon 3pm
3	Tuesday 19 th July 2016	Emerging Questions	Sporting Clubs	Malone Lodge Hotel, Belfast	12 noon 3pm 7pm
4	Wednesday 27 th July 2016	Emerging Questions	Effective Organisations	Malone Lodge Hotel, Belfast	12 noon 3pm 7pm
5	Thursday 4 th August 2016	Emerging Questions	Sporting Winners	Malone Lodge Hotel, Belfast	12 noon 3pm 7pm
6	Tuesday 16 th August 2016	Emerging Questions	Sporting Clubs	Malone Lodge Hotel, Belfast	12 noon 3pm 7pm
7	Thursday 25 th August 2016	Emerging Questions	Sporting Clubs, Sporting Winners & Effective Organisations	House of Sport, Belfast	12 noon 3pm 7pm

3. FAQ

There will be a FAQ section on the Sport NI website which Sport NI staff will update regularly in order to share our responses to questions raised at clinics or through our enquiries email account enquiries@sportni.net

4. Engaging with National and local partners and Strategies

Many Governing Bodies are already working with partners such as the Women's Sports Forum, NI Sports Forum, Disability Sport NI, NSPCC, local authorities, higher and further education and leisure operators, to deliver their plans. We know that robust delivery plans and resources at a local level are essential ingredients in delivering increased sustained sports club membership, a stronger sports infrastructure and global sporting success.

As you prepare your submission, it will be your responsibility to discuss your aspirations and ideas with partners in the sport system as you develop your submission, and to demonstrate that you have the appropriate local relationships in place for successful delivery.

Whilst Sport NI is particularly keen for you to link your strategic objectives and targets to those of Sport NI, it will also strengthen your submission if you also reference linkages with other relevant strategic documents to which your proposed work will contribute, i.e. the Sporty Fit and Active strategy recently launched by the Women's Sports Forum.

What should the application submission look like?

The next three Sections of this guidance document provide specific guidance on each of the three Strands of the Sporting Clubs and Sporting Winners Investment Programme. This guidance will help you to initially decide if the strategy for your sport aligns to the objectives that Sport NI is aiming to achieve through this investment and whether the stage of development of your sport and athletes means that your organisation can contribute to the achievement of Sport NI's Sporting Clubs and Sporting Winners targets.

Each section contains guidance as to what your submission under each strand should look like.

Strand 1 - Effective Organisations

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 sporting organisations in receipt of public funding continue to raise standards in the areas of governance, performance management and the financial sustainability of their organisations.

Submission Template

All organisations making a bid to the Sporting Clubs and Sporting Winners Programme must complete the Effective Organisations template. The template is broken down into a number of sections as follows:

- Section 1 of the template asks for information about your organisation;
- Section 2 asks for evidence of how you meet the eligibility criteria to apply to the investment programme. The eligibility criteria are outlined on page 12 of this guidance document.
- Section 3 asks you to detail work you have undertaken over the past 4 years in relation to improving governance and performance management in your organisation.
- Section 4 of the template lists a series of expectations relating to corporate governance, the governance of the sport and performance management. Sport NI will expect organisations that receive investment to meet and/or maintain these expectations over the 2017 – 2021 period. Within the template you are asked to detail the current position regarding the expectations and (as relevant), the planned timescale for meeting them. These expectations are already in place within many organisations and reflect the principles of the NI Code for the Voluntary and Community Sector (updated in 2016). If your organisation considers that an expectation is

not relevant you can use the “comply or explain” principle to provide a rationale for your view. Sport NI will then consider your response.

The expectations are listed below along with guidance on the evidence required at the time of submission, and timescales for some of the expectations to be met.

Sport NI Expectations under Corporate Governance, Governance of the Sport and Performance Management.

Corporate Governance	
<p>The organisation is deemed ‘robust’ and maintains that standard following a Sport NI Financial Systems Control Assessment (FSCA).</p>	<p>Organisations that have been in receipt of funding from Sport NI in 2016/17 should have undergone a FSCA. The result of this is a rating of either “robust” or “adequate”. Any new organisations awarded investment through Sporting Clubs and Sporting Winners will be required to go through a FSCA prior to any funding being released. (This is predicated on the current Sport NI policy for Grants Risk Management still being implemented when awards are made).</p>
<ul style="list-style-type: none"> The Board (or if more appropriate 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. 	<p>Under the Corporate Governance section Sport NI has included a number of expectations, most of which have been identified within the Sport NI audit and Governance and Culture self-evaluation template over the past 5 years.</p>

- There is clarity in the legal relationship and operational/strategic relationship between the National Governing Body and the Regional Branch.
- The organisation operates a scheme of delegated authority to committees and staff.
- Terms of office on the Board are a minimum of three years. Normally limited to 8-10 years. e.g. 2x4, 3x3.
- The Board has in place procedures to ensure it is recruiting the required diverse mix of skills and experience on to the Board.
- The organisation take steps to ensure independence of thought through the appointment of publicly recruited independent directors.
- The organisation can demonstrate that it is working to ensure that gender balance on the Board comprises at least 25% women (or men when they form the underrepresented group).
- A Board skills audit is implemented annually or in response to the needs of the organisation.
- The Board undertakes an annual evaluation of the Board's performance (collective and individual Board members).
- The organisation implements a Code of Conduct for the Board.
- Board members are provided with appropriate induction and training.

In order to assist us in understanding your organisation's governance structure please ensure that the following documents are included with your

Effective Organisations template:

- company/organisation chart
- terms of reference and or Bye laws for the Board, Committee structures and if appropriate, Council (if you have these documents).

When we are assessing an organisation's current position in relation to corporate governance, in particular. We will also want to consider the following documentation which must accompany the Effective Organisations Template if you have stated you have met the relevant expectation:

- Evidence that your Board has adopted a Code of Good Governance;
- The Board evaluation template;
- Board recruitment/appointment process;

<ul style="list-style-type: none"> • The organisation implements an appropriate Risk Management Policy and maintains a Risk Register. • Proper arrangements are in place for the recruitment, supervision, development and remuneration of staff. 	<ul style="list-style-type: none"> - Board induction processes; - Board skills data and Board skills matrix; - Delegated authorities, volunteer management policy including matters that are reserved for the Board; - Risk register for your organisation.
Governance of the Sport	
<ul style="list-style-type: none"> • The organisation has considered the implications of the Charities Act (NI) 2008 with regards to its own legal structure and the legal structure of its NGB/Regional Branch sections/ clubs in Northern Ireland. • The organisation is Anti-Doping Compliant and maintains its Compliance • The organisation is implementing an Anti-Doping Education Strategy • The organisation has agreed and is implementing a framework for safeguarding (E.g. organisational ownership of safeguarding, case Management, safeguarding training and communicating safeguarding) that is in line with the NSPCC guidelines. • The organisation has Achieved Foundation level of the Equality Standard within the investment term or has achieved at least a one level increase in level within the term of investment. E.g. Those presently at Foundation 	<p>If you are reporting that you have met the following expectations under the governance of the sport please ensure that the following documentation accompanies your Effective Organisations Template:</p> <ul style="list-style-type: none"> - Charity registration details (or current stage of process) - Social media policy - Policy regarding match fixing and gambling - Anti-doping Education Strategy - A copy of your Safeguarding Implementation Framework - Representation pathways document. <p>With regard to the final expectation in this section, Sport NI wants to ensure that athletes from Northern Ireland have access to accurate and timely information about Irish and British</p>

level must reach the Preliminary level.

- The organisation has developed a document that has been agreed by the relevant British and Irish Governing bodies outlining pathways to British or Irish representation in the Sport at European/World/Paralympic/Olympic levels.
- The organisation implements a social media policy.
- The organisation implements a policy in relation to match fixing and gambling.
- A volunteer, recruitment, development and retention policy is in place.

representation pathways in their sport where relevant. Successful applicants from sports which offer both Irish and British representation will be required to provide Sport NI with an agreed document which outlines the pathways, eligibility rules, rules regarding changing representation and appropriate contacts in both governing bodies. It will be expected that this document is agreed within the first 6 months of the award, if it is not in place at the time of the award.

Performance management system

The Board oversees a performance management system that ensures the organisation's resources (financial and human) are utilised in line with 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;
- budget monitoring;
- long-term financial planning – minimum four years.

If you are reporting that you have the following performance management systems in place please ensure that the following documentation accompanies your Effective Organisations Template:

- Monitoring systems illustration/sample extracts
- Staff appraisal template(s)

Section 5 of the template asks you to provide your total projected income and expenditure for your organisation for the 2017 – 2021 period and also asks you to detail your income and expenditure over the past 5 years. Our analysis of this information, along with your annual accounts for the past 5 years will enable Sport NI to assign a risk rating to your organisation for financial liquidity, viability and sustainability. This information may be used to inform investment decisions as well as any terms and conditions of investment. It will also enable us to support organisations in improving their financial situation, if required.

Section 6 of the template enables your organisation to tell us about any other work you are planning to do to improve the effectiveness of your organisation in relation to governance, performance management, financial planning and sustainability.

Under the Effective Organisations Strand of the Sporting Clubs and Sporting Winners Programme, there is an opportunity to request financial resources to enable your organisation to improve its effectiveness. If you wish to seek financial resources you will need to complete Section 7 of the Template, detailing what you are requesting investment for, the anticipated costs to be incurred, any partnership (or your own) funding you will use to contribute towards the costs and the requested resource from Sport NI. Any request for Sport NI resource should also refer to how the work will contribute to achieving the Sporting Clubs and/or Sporting Winners objectives. Eligible Items that may be considered for investment include:

- a proportion of staff costs, where a need is identified under Effective Organisations and where the staff role can be related to the achievement of the Sporting Clubs and/or Sporting Winners strands of the Programme;
- bespoke work to enable your organisation to address identified weaknesses, in particular where they underpin the achievement of the Sporting Clubs and/or Sporting Winners strands of the Programme;

- further support and guidance that your organisation would want from Sport NI to assist you in improving the effectiveness of your organisation.

What your submission will look like

Your submission under the Effective Organisations strand of the Programme must contain:

- a completed Effective Organisations Template;
- copies of the required documentation to demonstrate your organisation's eligibility to apply to the Sporting Clubs and Sporting Winners Programme;
- copies of the requested evidence that demonstrates how you have met Sport NI's expectations;
- any other supporting evidence that you consider would help to demonstrate your commitment to continuing to improve the effectiveness of your organisation.

How we will determine whether to invest

The assessment process will include the use of a scoring system and weighting structure identified below. Sport NI will assess the following areas:

- track record of the organisation in relation to improving its governance and performance management;
- the extent to which the organisation already meets Sport NI's Effective Organisations expectations as well as the timescales in which applicants have stated they will meet the expectations;
- additional plans of the organisation to improve its effectiveness;
- liquidity ratios, reserves and dependency on grant income;
- financial need and the potential impact of requested resources from Sport NI; in particular the impact on the achievement of Sporting Clubs and/or Sporting Winners objectives.

The assessments will lead to a risk (Red/Amber/Green (RAG)) rating for four areas: - corporate governance, governance of the sport, financial viability and sustainability of the organisation and performance management. The RAG rating will be used to inform whether Sport NI considers the organisation is “fit for purpose” to receive public investment and, will also inform targets and terms and conditions of investment to be included in the contract with successful applicants, For example, if, following an assessment under Effective Organisations, the risk rating for an organisation is extremely high, but the same organisation has submitted a very strong bid under the Sporting Winners strand, Sport NI may decide either not to invest at all in the organisation or to defer investment until identified risks have been mitigated.

In considering any bid for resources under Effective Organisations Sport NI will consider the extent to which investment will contribute to the achievement of the Sporting Clubs and Sporting Winners strands of the Programme as well as the impact on the organisation’s effectiveness. The scale and complexity of the organisation and its proposals under Sporting Clubs and Sporting Winners will also be taken into consideration if funding is requested. Finally, Sport NI will reflect on trends in the requested areas of support and may consider alternative approaches to addressing identified needs such as the provision of training, shared services, shared posts or phased (reducing or increasing) investment over the four year period.

Only applicants attracting an award of investment under either or both the Sporting Clubs or Sporting Winners strand of the Programme will be eligible to receive a direct financial investment under the Effective Organisation strand.

The scoring mechanism that Sport NI will use when assessing Effective Organisations submissions, is outlined below:

Scoring 1

No.	Section	Explanation	Weighting
1.	Current position regarding the expectations and proposed timescales to address the expectations.	The extent in which the applicant has provided evidence of meeting expectations and/or plans to meet expectations over the 2017 – 2021 period.	x1.5

Score	0	1	2	3	4	5
Rating	No plan to meet the expectation and rationale not justified	Expectation due to be met by the organisation in 2019 - 2021	Expectation due to be met by the organisation in 18/19	Expectation due to be met by the organisation in 2017/18 or No plan to meet an expectation and justification considered reasonable	Expectation due to be met by the organisation in 16/17	Expectation met by the organisation and evidence/explanation provided

				by Sport NI		
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Scoring 2

No.	Section	Explanation	Weighting
1.	Key achievements and track record of delivery	The extent in which the applicant has provided evidence and demonstrated their achievements and performance from 1 st April 2013 to 2 nd September 2016.	x 1
2.	Your plans for increasing your organisation's effectiveness.	The extent that the applicant has demonstrated a well-planned approach to meeting and/or maintaining Sport NI's expectations and any intended further work to improve the organisation's effectiveness over the 2017 – 2021 period.	x 2
3.	What do you need to get there – Resource	The extent to which the applicant has demonstrated how investment will contribute to the achievement of the Sporting Clubs/Sporting Winners strands of the Programme.	x 1.5
		The value to be added to the organisation through Sport NI investment.	
		The extent to which the applicant has demonstrated a need for resource due to the scale and complexity of the organisation and its planned work under Sporting Clubs and Sporting Winners.	

Score	0 - 1	1 - 2	3 - 4	5 - 6	7 - 8	9 - 10
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Rating	No Information	Unsatisfactory	Limited	Reasonable	Good	Substantial
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Strand 2 - Sporting Clubs

Introduction

Sport NI has identified four overarching principles to guide investment under the Sporting Clubs objective. These principles align with Sport NI's Corporate and Business Plan components and central to growing and sustaining an effective sporting system in Northern Ireland.

- **Principle 1:** Engaging and supporting the right **people**
- **Principle 2:** Effective **planning**
- **Principle 3:** Strong **partnerships**
- **Principle 4:** Quality and accessible **places** for sport

Specifically, this investment will look to deliver against principles 1, 2 and 3 to achieve Priority for Action 3 (as per page 5) and contribute towards the overall Sporting Clubs objective.

Following consultation, the overarching principles outlined above have been underpinned within this investment by five applied principles. An organisation's ability to deliver these applied principles will produce the key outcomes against Sport Northern Ireland's '*Sporting Clubs*' objective to enable more people to develop and reach their sporting goals through a structured environment. The table outlines the five applied principles and indicates the measurements which sporting organisations will be required to evidence through the implementation of their

strategic plan. It is acknowledged and accepted that organisations may wish to prioritise and not seek investment against all of the applied principles.

Sporting Clubs Applied Principles & Measurement

No.	Applied Principle	Measurement
1.	Growing, sustaining and retaining the number of sports club members .	<ul style="list-style-type: none"> • Total number of club members. • The number of new club members. • The annual club membership retention percentage*. (*based on a calculation of the above data)
2.	Quality of sports club management and operations.	<ul style="list-style-type: none"> • Number of new clubs attaining accreditation through Clubmark NI endorsed club accreditation schemes. • Number of clubs attaining re-accreditation through Clubmark NI endorsed club accreditation schemes.
3.	The recruitment, development, deployment and retention of an active and skilled coaching population for identified coaching settings.	<ul style="list-style-type: none"> • The number of active, skilled and qualified coaches and coach developers deployed within key settings and roles. • The number of coaches and coach developers actively engaged in sport-led targeted learning, development and support programmes/interventions (not including formal coach education qualifications). • The number of coaches annually engaged in sport-led formal coach education qualifications.
4.	The recruitment, development,	<ul style="list-style-type: none"> • The number of active and skilled volunteers deployed within key club

	deployment and retention of an active and skilled club volunteer population to fulfil key roles.	roles. <ul style="list-style-type: none"> • The number of club volunteers engaged in sport-led learning, development, education or support programmes/interventions.
5.	The recruitment, development, deployment and retention of an active and skilled official population to fulfil key roles.	<ul style="list-style-type: none"> • The number of active and skilled officials deployed within key roles identified by the sport. • The number of officials engaged in sport-led learning, development, education or support programmes/interventions.

Sporting Clubs Eligibility

Submissions to the Sporting Clubs element of this investment programme are open to all recognised Governing Bodies of Sport and appropriate umbrella organisations. Applicants must adhere to the eligibility requirements within the *Effective Organisations* strand of this investment in order for their Sporting Clubs submission to be assessed.

It is accepted that applicants within the Sporting Clubs investment may include regional branches of National Governing Bodies. Where this is the case, the submission must be made in partnership with the National organisation and clearly identify alignment between national and regional direction.

What your submission will look like

Your submission will form 3 parts within the Sporting Clubs strand – strategic plan; submission template; and supporting documents. Further detail on our expectations within these 3 areas is detailed below.

Strategic Plan

Applicants will be asked to submit their current national strategy and if applicable their associated regional strategy. These may cover the full investment cycle of 2017-2021 or only part of the cycle. As consultation has

identified, in some cases strategic plans may be due to finish mid cycle or indeed may be in development and thus in draft format. The submission template will give each organisation the opportunity to reference its strategy and identify how the document was developed and the key priorities within it.

Submission Template

Sport NI has developed a submission template which each applicant organisation is required to complete and submit by the identified deadline. The template gives organisations the opportunity to tell Sport NI where they are now, where they want to get to by 2021 and how they plan to do this. There are 5 sections within the template and each section 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.

Section 1: Key Achievements & Track Record of Delivery

- Applicants are asked to clearly demonstrate their achievements from 1st April 2013 to 3rd September 2016.
- Those who have received PerformanceFocus investment should clearly demonstrate their outcomes from this investment in respect of the club development and coaching development elements.
- Those applicants who didn't receive PerformanceFocus investment should demonstrate their achievements and progression within the specified timeframe.

Section 2: Where are you now and where are you going – Baselines & Targets

- Applicants are asked to identify the trends and projections within their sports club membership, club infrastructure and workforce population. This will include the identification of key settings, roles and geographical spread of population.
- In each part of this section applicants will be asked to evidence how they have obtained this data, how proposed interventions will make an impact and what would happen without Sport NI investment.

- Applicants may add additional rows to the tables in this section where required but please do not amend the column structure of the template.

Section 3: Where do you want to go – Strategic Fit of Sporting Clubs Applied Principles

- Applicants are asked to demonstrate how their strategy and priorities link to some or all of the Sporting Clubs Applied Principles (as outlined in the table on pages 32 and 33).
- It is important that all applicants use the reference box to clearly identify where the linkage is within their own strategic document.
- Applicants are asked to identify what they propose to have in place by 2021 and how they will evidence progress.
- Applicants only need to demonstrate linkage with applied principles that their submission will impact upon.

Section 4: How will you get there – Quality of Annual Operational Plans & KPI's

- Applicants are asked to outline their programmes and interventions that will help to achieve strategic objectives and deliver on the applied principles.
- For each action / intervention, applicants will need to indicate the target / KPI and outcome; when it will take place; who will be involved; target populations / groups; and the required resource / budget.
- Applicants may add additional rows to the tables in this section where required but please do not amend the column structure of the template.

Section 5: What do you need to get there – Resource

- Applicants are asked to demonstrate the resource they require; which development priorities it will deliver; how this will be funded; and the return on investment deliverable.

- Applicants who apply for multiple resources will be requested to prioritise these in order; priority 1 is that which is deemed most important by the applicant.
- Applicants may add additional rows to the tables in this section were required but please do not amend the column structure of the template.

Supporting Documents

Applicants may wish to submit additional documents that will support their application. These must be clearly referenced within the submission template and will only be reviewed if this is the case. If submitting supporting documents please provide a cover sheet that details the name of document/s and the strand of the submission that they are referenced for i.e. sporting clubs.

How we will determine whether to invest

Sport NI is a strategic investor and will invest in those applicants who through their strategic plans have demonstrated their ability to assist in the meeting of Sport NI's Corporate Plan objective to enable more people to develop and reach their sporting goals through a structured environment. With a limit on the resources available to us, it is unlikely that our investment will enable us to fund all applicants.

Investment levels will be set by considering the submissions received across each of the five sections and in reference to the Sporting Clubs applied principles. This will be achieved using a scoring system and weighting structure identified below.

Scoring

No.	Section	Explanation	Weighting
1.	Key Achievements & Track Record of Delivery	The extent in which the applicant has provided evidence and demonstrated their achievements and performance from 1 st April 2013 to 3 rd September 2016.	x 1
2.	Where are you now and where are you going – Baselines & Targets	The extent in which the applicant has demonstrated their knowledge of and projected developments in their sports club membership, club infrastructure and workforce population.	x 1.5
3.	Where do you want to go – Strategic Fit of Sporting Clubs Applied Principles	The extent that the applicant has demonstrated their strategic plan will deliver against the applied Sporting Clubs Principles.	x 2.5
4.	How will you get there – Quality of the Annual operational plans and KPIs	The extent that the applicant has provided clear evidence through annual operation plans.	x 3.5
5.	What do you need to get there – Resource	The extent in which the applicant has demonstrated their need for the requested resource; how the resource will be	x 1.5

Score	0	1 – 2	3 – 4	5 – 6	7 – 8	9 - 10
Rating	No Information	Unsatisfactory	Limited	Reasonable	Good	Substantial

Further Notes

- Sport NI Active Clubs investment will conclude on 31st March 2019 and will not run again. Organisations currently in receipt of Active Clubs investment may wish to apply under this investment to continue the Active Clubs posts up until 31st March 2021. They will need to clearly identify how this work fits within their organisations strategic direction and how it will develop and adapt to deliver against the Sporting Clubs Applied Principles.
- This investment will be used to deliver elements of the Sport NI Every Body Active 2020 workforce stream, in assessing submissions Sport NI will identify key partners who identify priority areas that align with EBA2020.
- Were an applicant wishes to have more than one post with a similar remit they must clearly identify the need and rationale for investment in more than one post and demonstrate distinct deliverables for each post.
- It is important that applicants include **all** relevant detail and supporting documentation with their submission. Where insufficient data has been submitted to evaluate your proposal, Sport NI will request additional information before final decisions are made.

Strand 3 Sporting Winners

Introduction

This Sporting Winners Guide outlines Sport NI's approach to making performance investment decisions for the period 2017-2021. It is aimed specifically at **National Governing Bodies of Sport (NGB's)** with athletes and teams that have the potential for success at major senior international competitions – Olympic Games, Paralympic Games, Commonwealth Games, the World Championship Event* and the European Championship.

Sport NI's role is to ensure that the resources available to support our most talented and successful athletes are targeted to maximize performance benefits and outcomes under the Sporting Winners objective within Sport NI's Corporate Plan. Sport Northern Ireland's investment under Sporting Winners is governed by a set of Principles. These Principles and how they are applied to determine the scope of investment is explained in Appendix 1.

In this investment Sport NI is seeking to fund sports in partnership with UK Sport (UK aligned NGBs) and Sport Ireland (IRL aligned NGBs) to ensure that investment in Sport Performance Programmes (SPPs) provides support for athletes and sports as they target success on the international stage. Reinforcing NGB alignment is in recognition of the complexities regarding jurisdiction / representation that pertain to international sport within Northern Ireland.

Sporting Winners Eligibility

Through Sporting Winners investment will be targeted under two streams:

1. Olympic/Paralympic sports and disciplines included in the Tokyo 2020 Games competition programme. [Refer to Figure 1]
2. National Performance Sports* [Refer to Figure 2] that fit one of the categories below:
 - Sport identified on their National Sports Council High Performance Programme*
 - A non-Olympic sport targeting Commonwealth Games in the Gold Coast 2018

Figures 1 and 2 indicate the Performance Objectives (benefits and outcomes) that Sport NI is seeking from the Sporting Winners investment.

Note- Sport agencies other than the NGBs that have the potential to influence success at major senior international competitions should refer to Appendix 2 for further guidance.

Performance Objectives

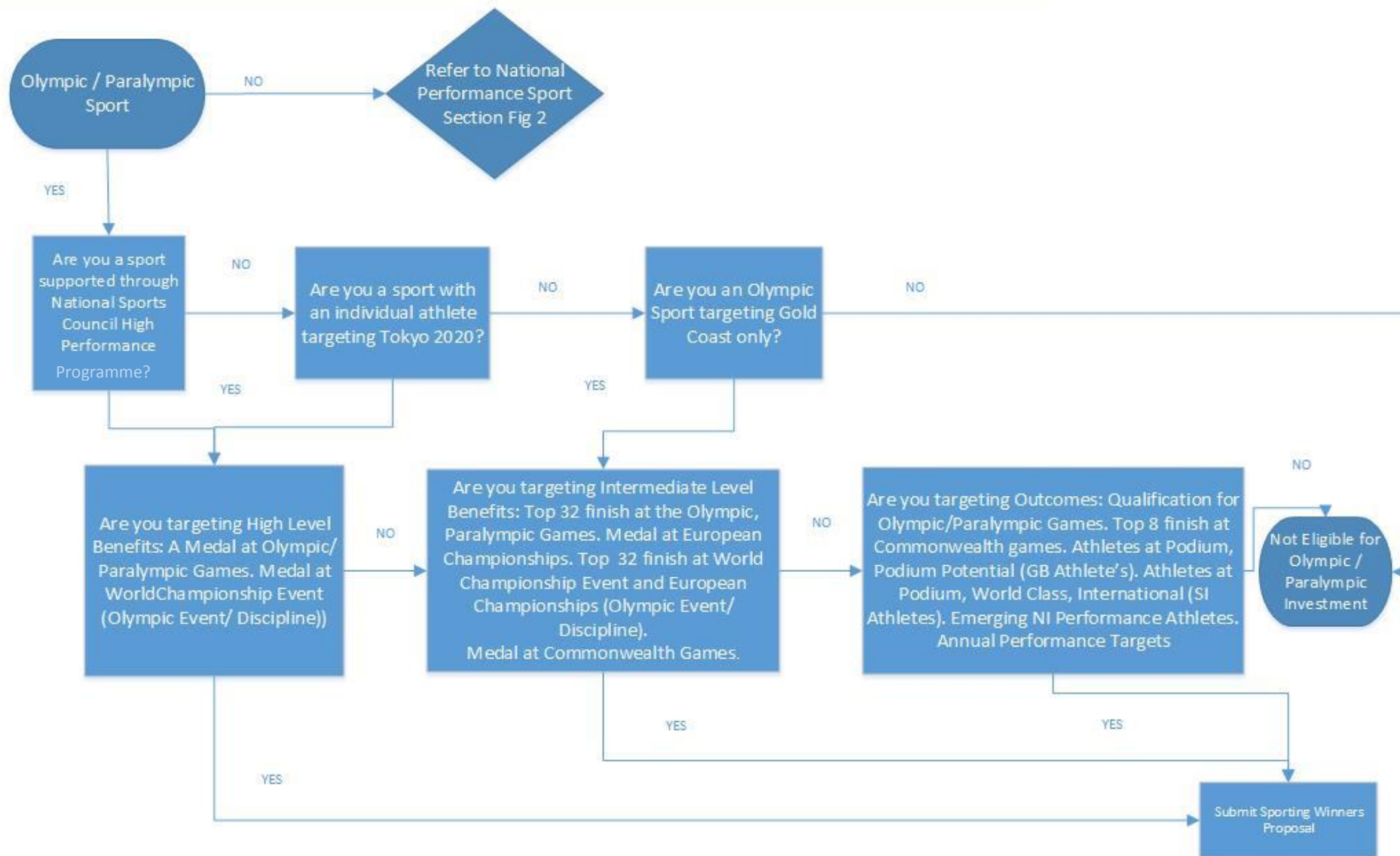
Performance Objectives have been identified in priority order as:

- 1.** High level benefits
- 2.** Intermediate level benefits
- 3.** Outcomes

The three levels of Performance Objectives are referred to in Appendix 3

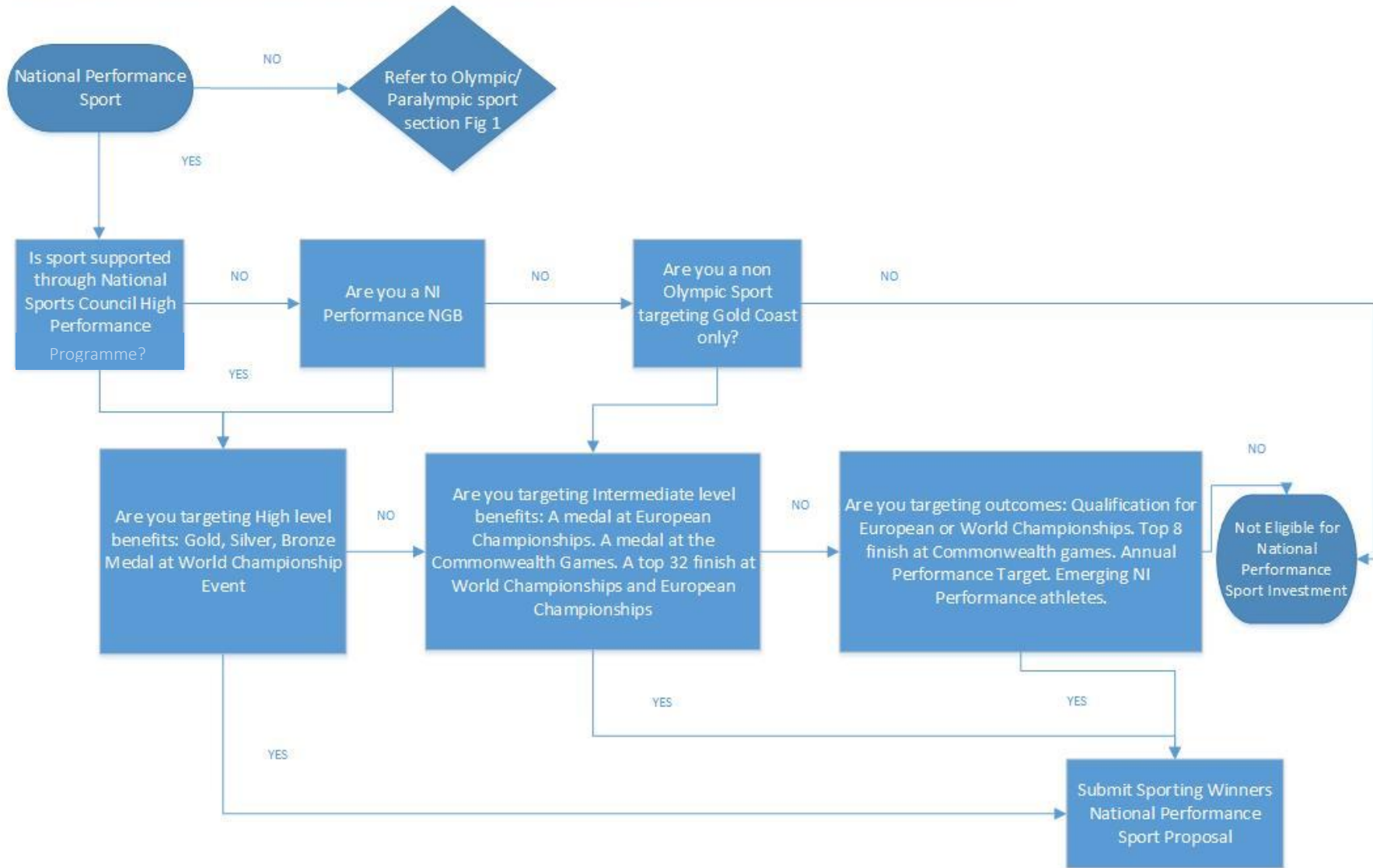
*SEE GLOSSARY

Figure 1: Olympic / Paralympic Sports



*SEE GLOSSARY

Figure 2: National Performance Sports



*SEE GLOSSARY

What your submission will look like

Applications will be accepted from sports that will deliver Performance Objectives under either the Olympic/Paralympic stream or National Performance Sport* stream.

A submission will have 2 parts: a strategic proposal and a set of templates.

Part 1 – Strategic Proposal

A sport's strategic proposal is an opportunity to demonstrate a developed and costed approach that will deliver performance objectives. The proposal should be developed around the main performance priorities as identified by the sport nationally. The proposal is expected to align with your National Performance Strategy (Ireland, UK or Northern Ireland - depending on the jurisdiction that applies). The Performance Objectives Sport NI will be investing in are identified in Appendix 3.

All sports will need to demonstrate that they meet the eligibility criteria.

It is recognised that sports operate on different timelines, and to different priorities. Where a sport's performance strategy is in operation and covers the time period concerned (April 2017 to March 2021), much of what is needed may already be addressed. As a result the strategic proposal can be concise and reference the performance strategy. Where a national strategy is not in place or is no longer relevant, a sport will need to develop a more extensive strategic proposal that clearly articulates its intentions and reflects the task the sport is undertaking.

The content and presentation of the information within the strategic proposal is at the sport's discretion.

Part 2 – Templates

The templates are designed to collect key information that supports the strategic proposal. A number of core templates are provided in a workbook.

Workbooks have been supplied for both Olympic/Paralympic Sports and for National Performance Sports*. **Sports should only complete one workbook.**

Workbooks contain six individual templates, each displayed as a separate tab.

Please see Appendix 4 for guidance on completion of the templates.

Applicants should use these templates to record information that supports their proposal.

The templates are as follows:

- **ATHLETES** – to identify the quantity and quality of athletes at the top of the sport’s pathway.
- **TRACK RECORD** – to evidence recent past performance (performance benefits and outcomes previously delivered)
- **TARGETS (Bottom-Line)** – to identify bottom-line performance benefits and outcomes in the period 2017-21
- **TARGETS (Stretch)** - to identify stretch performance benefits and outcomes in the period 2017-21
- **INVESTMENT (Bottom-Line)** – to explain costings associated with achieving the bottom-line targets
- **INVESTMENT (Stretch)** - to explain costings associated with achieving the stretch targets

Sports are expected to submit both ‘Bottom-line’ and ‘Stretch’ targets.

Targets

Targets set by sports will be a critical factor in determining investment levels. Sports that have undertaken a more comprehensive strategic analysis, operated at performance level for a longer period, have had more athletes competing internationally at senior level, have more developed performance systems or that have been historically better funded through SNI, would be expected to have greater accuracy in setting targets.

Targets will be evaluated across two scenarios;

- Targets (Bottom-Line) – should be set at a level such that performances below that threshold would be deemed unsatisfactory by the sport. These targets should be both realistic and ambitious.
- Targets (Stretch) – should be more ambitious but still within the bounds of realism. ‘Stretch’ targets may require additional investment to enhance some aspect of the athlete’s training or competitive environment.

Setting targets is forecasting, therefore it is not expected that an organisation can forecast with complete accuracy. However two sports could both target an ambitious performance outcome of a World Championship medal in August 2020. One may diligently work through a strategic process and develop a realistic and achievable goal. The other could simply ‘pluck a performance outcome from the air’. Both look the same when written on a piece of paper. Therefore the important step in this process is to validate the reasoning within the strategic proposal.

In a similar way, a sport seeking investment to specifically promote progression of ‘Emerging NI Performance’* athletes within the period 2017-21 should provide sufficient detail within the strategic proposal to demonstrate how this would operate within a National Programme context. We recognise that it is more challenging to set results based targets at senior level for this group. However any proposal should explicitly identify what the sport intends to do, how it will track progress and have an evidence-based rationale.

Assessment

Sport NI is a strategic investor and will prioritise resources to those athletes and sports with the greatest chance of medal success at Olympic Games, Paralympic Games, Commonwealth Games, the World Championship Event and the European Championships. With a limit on the resources available to Sport NI, it is unlikely that investment will enable Sport NI to fund all Sport Performance Programmes that apply.

How we will determine whether to invest

Part 1 - Strategic proposal

Scoring of the strategic proposal will be by assessment of the following aspects:

- Sport Performance Programme objectives
- Alignment to the National Performance Strategy
- Delivery of Sporting Winners performance objectives (high level benefits, intermediate level benefits and outcomes)
- Contextual analysis of sport's current status taking account of trends and best practices
- Leadership/management and coaching within Sport Performance Programme
- Athletes (pathway and quality and quantity of athletes mapped to the 'Athletes Template')
- Sports Science and Sports Medicine support- what/how much/assumptions made regarding Institute support
- Specific proposal that will deliver Performance Objectives- what/why/targets
- Costings – what investment is being sought and how was this costing developed
- How performance will be monitored, tracked and reported

Part 2 –Templates (mandatory)

The templates are to gather key quantitative data relating to the sport's past performance, forecast performance, athlete population and cost predictions. This information will be used in part to determine **value for money*** and **viability*** of the proposal.

1. The TARGET (bottom-line/ stretch) templates will be used during assessment to score **specific benefits and outcomes** that can be delivered during the period 2017-21.
2. The INVESTMENT (bottom-line/ stretch) templates will be used to assess **the level of cost associated** with the proposed delivery during the period 2017-21.

These two factors will be considered together to determine **value for money***.

3. The TRACK RECORD template will be used during assessment to score **specific benefits and outcomes** delivered in the recent past.

The Strategic Proposal and Track Record will be use to assess **viability***.

Final decisions regarding investment will take into account the **value for money*** in your proposal and the **viability*** of the proposal. In terms of weighting the following will be applied.

Assessment Criteria	Weighting during assessment
Strategic Proposal	High
Targets	Medium
Investment	Medium
Track Record	Low

Further Notes

Insufficient Data

Where insufficient data has been submitted to evaluate the proposal, Sport NI may decide to set out a request for additional information before final decisions are made.

Governance

Where governance standards have not been met or where there are serious concerns over a NGB's ability to utilise and add value to the Sport Performance Programme, Sport NI reserves the right to not invest or to impose conditions on our investment. Where there is high confidence in the medal potential of the athletes, Sport NI may still invest, but may route investment via a third party by agreement.

Sport Performance Programme (SPP) & Delivery

Where a SPP has failed to deliver against targets or conditions in the past, where concerns exist over the professional delivery of the SPP, and /or where these concerns have not been adequately addressed in the SPP submission, Sport NI reserves the right to reject an application for investment. Sport NI considers this step as a last resort which would follow significant feedback and dialogue. Where there remains high confidence in the medal potential of athletes in the sport, Sport NI may still invest, but may route investment via a third party by agreement.

Appendix 1

Sporting Winners Investment Principles

Principles

To guide Sport NI's work in achieving the Sporting Winners objective, seven principles will be implemented in the 2017–2021 period.

PRINCIPLE 1: International Success

Sporting Winners success is defined by the achievement of athletes and teams when competing against the world's best, in particular in Olympic/Paralympic and Commonwealth Games. It is measured by the number of competitive placings, medallists and medals won. It is recognised by celebrating the achievement of each medallist.

PRINCIPLE 2: Investing in Sports

National Governing Bodies of sport hold the responsibility for the development, profile, organisation, governance and leadership of their sport. This includes the responsibility for identifying and supporting athletes and forming successful international teams.

PRINCIPLE 3: Investing in Athletes

Choosing to pursue a career at the highest level of international sport, in particular Olympic and Paralympic sport, requires extreme commitment from athletes. This commitment will push the physical and emotional boundaries of athletes and have a significant impact on their lives.

PRINCIPLE 4: The cost of International Sporting Success

It takes a significant human and financial commitment to meet the cost of International sporting success, in particular at Olympic and Paralympic level. The circumstances of each Governing Body and each athlete will determine their ability to meet these costs.

PRINCIPLE 5: Strengthening the Performance Pathway

Medal success at the highest levels of global competition, in particular Olympic and Paralympic Games, normally requires athletes to commit to a sustained period of intensive training over many years. Athletes and teams will have a greater chance of success if they are well supported throughout the Performance Pathway.

PRINCIPLE 6: Investing in People

Sports that achieve consistent international sporting success are characterised by the experience, expertise and dedication of their staff and those others working with athletes in the system. World class coaches, scientists, technicians, medical practitioners, administrators and leaders are all key to embedding and further evolving a successful high performance system.

PRINCIPLE 7: A Culture of Responsibility, Accountability, Partnership and Excellence

Responsibility and accountability lies with:

- athletes for their performance;
- National Governing Bodies for defining their high performance strategy, developing annual plans, identifying, supporting and developing athletes, monitoring athlete performance and aligning resources to meet their goals in a sustainable and efficient manner;
- the BOA, BPA, OCI, PI, NICGC for ensuring athletes from NI who are on their teams are the best prepared for the Olympic, Paralympic and Commonwealth Games.

Sport NI is responsible and accountable for:

- embedding a culture of aspiration and striving for excellence;
- investing strategically in the development of the performance pathway and the high performance systems operating in Northern Ireland and in which NI athletes participate;
- the development of expertise and the delivery of expert services to sports to improve athlete performance.

Applying the Sporting Winners Investment principles

This section of the Guide summaries how the Sporting Winners Investment Principles are put into practice and how these define the scope of investment

In Sporting Winners these principles will be applied in the following ways in the proposed model for investment:

Principles 1 & 2 & 7

- The focus is on success at senior international level.
- The focus is on the National High Performance Strategy for each sport and how it impacts on NI.
- Success will be measured at Olympic, Paralympic, Commonwealth Games, the World Championship and the European Championship.
- Success will be measured in decreasing priority: - medals, top 8, top 16, top 32, etc.
- Priority will be given to athletes and sports capable of success at Olympic / Paralympic and Commonwealth Games in the period 2017-21.
- For Olympic/Paralympic Games objectives, competing at the Olympic/Paralympic Games is anticipated as the minimum level necessary for investment.
- For Commonwealth Games objectives, the objective of finishing within the Top 8 is anticipated as the minimum level necessary for investment.

Principles 3 & 4 & 6

- In Olympic/Paralympic and Commonwealth sports Sport NI may invest directly in any of the following – Programme, Coaching, Athletes and Services.
- Priority will be given to athlete cohorts operating at performance level currently and capable of delivering success within the period of investment.
- In non-Olympic/Commonwealth sports Sport NI is more likely to invest expertise to help these sports build capability rather than directly investing in athletes or delivering services to athletes.

Principle 5

- Sport NI will also consider investment in athletes currently operating just below performance level but able to progress to the required level within the period of investment. These athletes can help to sustain success beyond 2021.

Appendix 2

Sport Agencies other than NGBs

In some cases, in addition to the National Governing Body (NGB) the interests of particular athletes or sports will also be supported by a Sports Agency (such as BOA, OCI, BPA, PI, DSNI, NICGC). In making a Sporting Winners submission sport agencies should clearly outline their role with the sports that they are representing. This proposal should outline why this relationship is required outside of the NGB's role, and how the agency can add value to the NGB programme.

Any information recorded should be endorsed by the NGB(s) represented.

Submissions will be accepted from sport agencies that can evidence impact towards achieving defined Performance Objectives (see Appendix 3). The submission format should be in line with the Sporting Winners guidance documentation.

Where the agency cannot control the sport's targets forecast, as these are the responsibility of the NGB, the targets set should align with the National targets set. Where NI athletes contribute to these targets, they should be clearly identified. This will require partnership with the NGB who is responsible for delivering on targets. The value added by the authority in this instance should be clearly stated.

Appendix 3

Performance Objectives

High Level Benefits

OLYMPIC / PARALYMPIC SPORTS

- The number of gold, silver and bronze medals at Olympic and Paralympic Games (for those Olympic/Paralympic Sports).
- The number of gold, silver and bronze medals at the agreed World Championship Event

NATIONAL PERFORMANCE SPORTS

- The number of gold, silver and bronze medals at the agreed World Championship Event

Intermediate Level Benefits

OLYMPIC / PARALYMPIC SPORTS

- Top 8, top 16, top 32 finishes at the Olympic, Paralympic Games
- Gold, silver or bronze at European Championships
- Top 8, top 16 and top 32 finishes at World Championships and European Championships,
- Gold, silver or bronze at Commonwealth Games in Olympic Event / Discipline

NATIONAL PERFORMANCE SPORTS

- Gold, silver or bronze at European Championships
- Top 8, top 16 and top 32 finishes at World Championships and European Championships,
- Gold, silver or bronze at Commonwealth Games

Outcomes

OLYMPIC / PARALYMPIC SPORTS

- Qualification for Olympic/Paralympic Games
- Top 8 finish at Commonwealth games
- Athletes at Podium, Podium Potential GB Programs
- Athletes at Podium, World Class and International on SI funding
- Emerging NI Performance athletes progression
- Annual Performance Target achievement

NATIONAL PERFORMANCE SPORTS

- Qualification for European or World Championships (where qualification is appropriate)
- Annual Performance Target achievement
- Top 8 finish at Commonwealth games
- Emerging NI Performance athletes progression

Appendix 4

Completion of Templates

Information is given below to enable the completion of each template. Workbook 1 relates to Olympic/Paralympic Sport and Workbook 2 relates to National Performance Sports

National Governing Bodies

Sport Northern Ireland recognises regional bodies aligned to National Governing bodies (NGB). The names of these regional bodies and NGB's will be requested on various templates within the workbooks.

For example – Athletics;

National Governing Body (NGB): British Athletics

Regional body: Athletics NI

Where the NGB is a Northern Ireland only body for example 'Irish Football Association', a regional body does not need to be named.

Definition of a year period

In all templates a year runs from 1st April until 31st March the following year.

Workbook 1 - Olympic / Paralympic Sport

1. Athletes – Olympic/Paralympic

Step 1: To complete the 'Athletes' template, sports should name the Northern Ireland athletes, who in 2016, are currently sitting within the defined tiers of the 'Performance Pathway' and the 'NI Emerging Performance Athletes'.

Step 2: In the next column labelled 'Total No of NGB athletes', sports should identify how many athletes on a National level sit at each of these tiers to give the context of the NI athletes within the NGB population.

Step 3: The column named 'Sport definition of each tier' should be carefully considered by sports and aligned to the performance level required in the sport to achieve the identified standard. I.e. to enable a performer to achieve an Olympic medal in 2 years the sport will have identified the standard that is required worldwide to be able to reach that performance level.

Step 4: Sports should repeat steps 1 and 2 for the subsequent years (2017-18, 2018-19, 2019-20 and 2020-21) to show the movement of athletes predicted within the funding cycle 2017-2021.

Step 5: Indicate which coaches are currently working with the athletes at the various tiers of the pathway. These may be personal coaches, regional or national coaches that are delivering at this level currently.

NOTES

- 1. Olympic/Paralympic Sports only to include Olympic/ Paralympic disciplines.*
- 2. Named athletes should only sit in one part of the pathway (any further information sports wish to provide on their pathway should be included as part of their strategic proposal).*

3. Team Sports- Athletes listed on a team should be 'core' i.e. selected for majority of international matches in year. Athletes should be tiered accordingly to their ability to achieve results as per descriptors. I.e. athletes who are on the 'core' team and achieve a result or athletes ranked as to their duration in years from achieving 'core' team status

**Standard to be validated every 2 years- where quadrennial result sport to evidence how to measure a sustained level of performance.*

*** It is more difficult to identify Para athletes more than 6 years out from the Podium (Tier 1), identified athletes should be on a fast track programme if identified at Emerging NI Performance Athlete level by the NGB in line with National standards.*

**** Sport to provide evidence of why events and results at each level show tracking towards Tier 1-2 within identified timelines.*

2. Track record – Olympic/Paralympic

Please complete the 'Track Record' template for all results to be considered in assessment from April 2010 – September 2016.

Step 1: Complete Tables 1 and 2 with the *number* of athletes achieving results for the NGB and identify *number* of NI athletes who achieved the results.

Step 2: Complete Tables 3 and 4 with the *number* of athletes from NI competing under another NGB who achieved the results (Optional).

NOTES

1. *Olympic/Paralympic Sports only to include Olympic/ Paralympic disciplines (apart from Commonwealth Games disciplines).*
2. *Track record for athletes competing for another NGB can only be completed where the NGB has agreed that the past results will not be used in another submission to Sport NI.*

3. Targets Bottom-Line – Olympic/Paralympic

Please complete the 'Targets Bottom Line' template for all results to be considered in assessment from March 2017 – March 2021.

For all Olympic sports applying under Sporting Winners, two sets of targets are requested, 'Bottom line Targets' AND 'Stretch Targets' (refer to glossary).

Step 1: Complete Tables 1 and 2 for all athletes competing under the NGB named in Box 1, with the *number* of athletes who are expected to achieve the results both nationally and specifically NI athletes.

Step 2: Complete Tables 3 and 4 for athletes from NI who compete under another NGB, with the *number* of athlete who are expected to achieve the results (Optional).

Step 3: Where a Northern Ireland athlete is expected to deliver under the categories of 'Medal', and 'Top 8' please name them.

NOTES

1. *Bottom Line Targets for another NGB can only be completed where the NGB has agreed that these are the NGB targets. Written evidence must be supplied to support targets for Northern Ireland athletes competing for another NGB.*

4. Targets Stretch - Olympic/ Paralympic

Please complete the 'Targets Stretch' template for all results to be considered in assessment from 1st April 2017 – 31st March 2021.

For all Olympic sports applying under Sporting Winners, two sets of targets are requested, 'Bottom line Targets' AND 'Stretch Targets' (refer to glossary).

Step 1: Complete Tables 1 and 2 for all athletes competing under the NGB named in Box 1, with the *number* of athletes who are expected to achieve the results both nationally and specifically NI athletes.

Step 2: Complete Tables 3 and 4 for athletes from NI who compete under another NGB, with the *number* of athlete who are expected to achieve the results (Optional).

Step 3: Where a Northern Ireland athlete is expected to deliver under the categories of 'Medal', and 'Top 8' please name them.

NOTES

- 1. Stretch Targets for another NGB can only be completed where the NGB has agreed that these are the targets for the NGB. Written evidence must be supplied to support targets for Northern Ireland athletes competing for another NGB.*

5. & 6. Investment Bottom-Line and Stretch

These templates are solely considering costs relating to the delivery of the sport's performance programme

Income

Sport

Indicate the amount (£) the sport is investing in the performance programme. This could be from membership, reserves or other revenue streams.

Government funders

Indicate the amounts provided to your sport for the delivery of the PERFORMANCE programme. Sports may receive a financial investment and should indicate this amount (£) in the 'Financial' box. Sports may also receive non-financial investment, such as sports science and sport medicine through the Home Country Sports Institute (UK Sport), Irish Institute of Sport (Sport Ireland) or Sport Northern Ireland Sports Institute (Sport NI). This support should be quantified in financial terms and indicated as an amount (£) in the 'Support services' box of the relevant government funder.

Other

Indicate any other contributors to the sport's income, such as sponsors, by indicating an amount (£) in the relevant box. Please put a brief description of the income source e.g. Commercial sponsor or Kit sponsor.

Sport NI

The combined amount indicated against Sport NI (financial and investment support from Sport NI funded services) will be highlighted at the bottom of the income section and will represent the amount the sport is requesting from Sport NI. This amount should match the expenditure attributed to Sport NI in the next section.

Expenditure

Estimated expenditure costs have been separated into Fixed, Variable and Capital

Fixed – this is expenditure that the performance programme bears on an ongoing basis, irrespective of the number of athletes within the sport's performance system. This may include certain staff costs, contributions to organisational leadership/administration, rent, sport science and sports medicine contracts, etc.

Variable – this is expenditure that varies depending on the time in the year (or cycle) or due to the volume or level of athletes within the sport's performance system. This may include training costs, competition costs, equipment hire, consultant coaches, sports science and sports medicine costs, etc.

Sports Science and Sports Medicine – Sports are expected to estimate the amount (£) required to deliver their Performance Objectives. If the sport receives support in-kind, it should endeavour to estimate what it would cost to cover that in-kind support if it was itself paying for the support. Sports may choose to identify different types of Sports Science and Sports Medicine as separate budget lines (i.e. different rows).

Special projects – If sports plan to run specific performance projects, either throughout or at some stage of the cycle, they are asked to estimate these costs. Examples could be specific preparation towards the Commonwealth Games for NI athletes within a wider IRL or UK programme, time-defined athlete development projects or innovation projects relevant to athlete development.

Living Costs – Taking into account estimated Athlete Carding Scheme (Sport Ireland) and Athlete Personal Awards (UK Sport), sports may also anticipate a need to support athletes' personal costs, either throughout the four-year period or at specific points in the cycle. Sports can indicate the anticipated expenditure in this area. Where sports choose to take this approach, they should identify the group(s)/level(s) of athletes concerned and the rationale for the support within their strategic proposal.

Capital – this is expenditure into items of equipment that will cost more than £1000 and have a useful economic life in excess of one year. This could be for the renewal of older equipment or to facilitate growth within the programme.

In all cases, sports are expected to indicate estimated expenditure per annum (1st April to 31st March) in the relevant blue box. This is to facilitate better understanding of differences across the four-year cycle and sports should ensure that estimated costs reflect need in each particular year and are not based solely on peak expenditure (i.e. Olympic/Paralympic year or World Championship year). The amounts from each year will be combined into a total for each budget line.

Sport NI request – Once sports have a budgeted 4-year expenditure against each budget line, there needs to be an amount (£) indicated which the sport is seeking from Sport NI (green box). Sports are only asked for the 4-year total, although prior to awards being made sports may be asked to share the breakdown per annum to allow for annual budgeting. It is at the sport's discretion if they choose to only seek Sport NI investment in certain budget lines or whether they seek a contribution in all budget lines.

Decision-making guidance

When considering the forecast figures provided, decision-making will take into account;

- SNI investment requested as a proportion of the overall performance income/expenditure
- SNI investment requested as a proportion of TOTAL UK Sport/Sport Ireland PERFORMANCE investment
- SNI investment requested relative to TARGETS sports have identified over 2017-21 period.

Please note that it is at the sport's discretion what investment it seeks from Sport NI. Taking into account the decision-making guidance outlined above, by requesting an increased amount from Sport NI without any changes in performance targets, the value proposition will decrease. Equally requesting an increased amount from Sport NI without increases in the overall programme cost or investment from other government funders, will increase

SPORT NI's proportion of the overall investment. A decrease in the amount requested from Sport NI in those same scenarios will have the opposite impact.

NOTES

- 1. Budget to be completed in Sterling (GB pounds)*
- 2. Euro should be converted at a rate of 0.8 (i.e. €1 to £0.80)*
- 3. Text in grey is for illustration purposes, feel free to use these terms or replace with terms appropriate to your sport*

Workbook 2 – National Performance Sport

1. Athletes – NPS

Step 1: To complete the 'Athletes' template, sports should name the Northern Ireland athletes that in 2016, are currently sitting within the defined tiers of the 'Performance Pathway' and the 'NI Emerging Performance Athletes'.

Step 2: In the next column labelled 'Total No of NGB athletes', sports should identify how many athletes on a National level sit at each of these tiers to give the context of the NI athletes within the NGB population.

Step 3: The column named 'Sport definition of each tier' should be carefully considered by sports and aligned to the performance level required in the sport to achieve the identified standard. I.e. to enable a performer to achieve a World medal in 2 years the sport will have identified the standard that is required worldwide to be able to reach that performance level and evidenced why this is an appropriate measure.

Step 4: Sports should repeat steps 1 and 2 for the subsequent years (2017-18, 2018-19, 2019-20 and 2020-21) to show the movement of athletes predicted within the funding cycle 2017-2021.

Step 5: Indicate which coaches are working with the athletes at the various tiers of the pathway. These may be personal coaches, regional or national coaches that are delivering at this level currently.

NOTES

- 1. Named athletes should only sit in one part of the pathway (any further information sports wish to provide on their pathway should be included as part of their strategic proposal).*
- 2. Team Sports- Athletes listed on a team should be 'core' i.e. selected for majority of international matches in year. Athletes should be tiered accordingly to their ability to achieve results as per descriptors. I.e. athletes who are on the 'core' team and achieve a result or athletes ranked as to their duration in years from achieving 'core' team status.*

**Standard to be validated every 2 years- where quadrennial result sport to evidence how to measure a sustained level of performance.*

*** It is more difficult to identify Para athletes more than 6 years out from the Podium (Tier 1), identified athletes should be on a fast track programme if identified at Emerging NI Performance Athlete level by the NGB in line with National standards.*

**** Sport to provide evidence of why events and results at each level show tracking towards Tier 1-2 within identified timelines.*

2. Track record – NPS

Please complete the 'Track Record' template for all results to be considered in assessment from April 2010 – September 2016.

Step 1: Complete Tables 1 and 2 with the *number* of athletes achieving results for the NGB and identify *number* of NI athletes who achieved the results.

Step 2: Complete Tables 3 and 4 with the *number* of athletes from NI competing under another NGB who achieved the results (Optional).

NOTES

1. *Track record for athletes competing for another NGB can only be completed where the NGB has agreed that the past results will not be used in another submission to Sport NI.*

3. Targets Bottom-Line – NPS

Please complete the 'Targets Bottom Line' template for all results to be considered in assessment from 1st April 2017 – 31st March 2021.

For all National Performance Sports applying under Sporting Winners, two sets of targets are requested, 'Bottom line Targets' AND 'Stretch Targets' (refer to glossary).

Step 1: Complete Tables 1 and 2 for all athletes competing under the NGB named in Box 1, with the *number* of athletes who are expected to achieve the results both nationally and specifically NI athletes.

Step 2: Complete Tables 3 and 4 for athletes from NI who compete under another NGB, with the *number* of athlete who are expected to achieve the results (Optional).

Step 3: Where a Northern Ireland athlete is expected to deliver under the categories of 'Medal', and 'Top 8' please name them.

NOTES

1. *Bottom Line Targets for another NGB can only be completed where the NGB has agreed that these are the NGB targets. Written evidence must be supplied to support targets for Northern Ireland athletes competing for another NGB.*

4. Targets Stretch - NPS

Please complete the 'Targets Stretch' template for all results to be considered in assessment from 1st April 2017 – 31st March 2021.

For all National Performance sports applying under Sporting Winners, two sets of targets are requested, 'Bottom line Targets' AND 'Stretch Targets' (refer to glossary).

Step 1: Complete Tables 1 and 2 for all athletes competing under the NGB named in Box 1, with the *number* of athletes who are expected to achieve the results both nationally and specifically NI athletes.

Step 2: Complete Tables 3 and 4 for athletes from NI who compete under another NGB, with the *number* of athlete who are expected to achieve the results (Optional).

Step 3: Where a Northern Ireland athlete is expected to deliver under the categories of 'Medal', and 'Top 8' please name them.

NOTES

- 1. Stretch Targets for another NGB can only be completed where the NGB has agreed that these are the targets for the NGB. Written evidence must be supplied to support targets for Northern Ireland athletes competing for another NGB.*

5. & 6. Investment Bottom-Line and Stretch

Please refer to the guidance notes in the Olympic/Paralympic section '5 & 6 Investment Bottom-Line and Stretch'.

SPORTING WINNERS GLOSSARY

Annual Performance Target: Annual targets culminating in Olympic / Paralympic or World Championship Event result. These will demonstrate performance progress to achieve the High and Intermediate Level Benefits. These events must be of a specified competitive standard that will facilitate performance progression to ensure the achievement of outcomes and benefits. This requires a process of quality control of the suitability of events by the Performance Planners (Sports Institute), based on benchmarking with strategic partners within the context of the performance pathway.

Emerging NI Performance Athletes: In Olympic / Paralympic sports Tokyo qualification unlikely with athletes graduating to tiers 4-5 (reference ATHLETE template) within 1-4 years. Sport can evidence 2024 Olympic targets. In National Performance Sports* athletes graduating to tiers 4-5 (reference ATHLETE template) within 1-4 years. Sport can evidence future medal potential at World level. In all sports these athletes are expected to be on nationally sanctioned programs and are expected to be supported at a similar level throughout the other Home Nations (UK) / Provinces (Ireland).

National Performance Sports: Sports that are either:

A: Identified on their **National Sports Council High Performance Programme**

B: Non-Olympic Sport targeting Commonwealth Games- Gold Coast Only

National Sports Council High Performance Program: One of the following:

A: Regional governing body aligned to Irish Governing Body where sport is named on Sport Ireland 'High Performance Programme Investment'

B: Home Country aligned to UK National Governing Body that is supported on UK Sport Performance Programme 'Investing in Sport'

C: Northern Ireland National Governing Body performance sport

Northern Ireland National Governing Body : Under Sporting Winners Sport NI will recognise Performance Sports as Northern Ireland National Governing Bodies of sports who are WADA compliant and SPORTACCORD members who have their own World Championship Event. (Number of participating countries will be taken into account)

SportAccord: SportAccord is an association, composed of autonomous and independent international sports federations and other international organisations contributing to sport in various fields.

Value for money: The relationship between the performance objectives (benefits and outcomes) targeted and the investment required to deliver them.

Viability: The capability to operate at the required level (as evidenced by recent performance) and have a reasonable chance of success (as evidenced by the quality of the strategic proposal).

WADA Compliant: International Sports Federations that have anti-doping rules and policies compliant with the World Anti-Doping Code.

World Championship Event: Defined by sport and agreed with Sport NI, (for example one from the following; World Championships, World Cup Series, World Cup Final). The best indicator of World standing.