



Supporting Sport To

 **Build**
Back 
 **Better**

**Governing Body
Support Programme**

Guidance Document

Contents

Description	Pages
Introduction	3
National Lottery Funding	3
Strategic Context	4 - 5
Programme Timeline	6
Eligibility	7
Eligible Items of Expenditure	8
What is the Governing Body Support Programme 2021-22?	9 - 11
Support available for the development of your proposal	12
How the proposal will be assessed	13 - 14
Submitting your documentation to Sport NI	15
Checklist	16

Introduction

Welcome to the Governing Body Support Programme Guide. This programme has been developed as part of Sport Northern Ireland's (Sport NI) response to the Covid-19 pandemic through its Supporting Sport to Build Back Better initiative funded by the National Lottery. The programme will offer investment from £5,000 - £30,000 to **Recognised¹ Governing Bodies** to engage with and support their club environment **in Northern Ireland**. Investment will be commensurate with the club membership of the sport and will be subject to assessment (see pages 13-14).

This guide is designed to enable you to develop a proposal (including baselines, tactics, interventions and population targets) demonstrating how you can support Sport NI in achieving the Governing Body Support Programme objectives during 2021-22. Your proposal will need to include accurate data relating to your sport and where possible you should engage with your members and partners. Through your proposal we want you to clearly articulate how you will support your club environment, your workforce populations and plan for the future. This will include the need to highlight key tactics and interventions to achieve development which need to be aligned to your strategic direction.

National Lottery Funding

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.

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.

¹ Recognised by Sport NI – meaning that the governing body is named on the UK Recognition list, per the UK Recognition policy as implemented by the UK Sports Councils (for more information please [click here](#)). **For this programme** this refers to the specific 'Northern Ireland' column of the Recognition list. Where the Branch is the Recognised organisation there must be agreement with the National Governing Body for either organisation to submit a proposal (Only one submission per sport).

If you are not a Recognised governing body and have not submitted a pre-application for Recognition before the 4th December 2020, you will not be eligible to apply for this fund. Where a Recognition pre-application has been submitted to Sport NI, or any of the other Home Countries Sports Councils, for consideration before this programme commenced, only governing bodies that have completed the Recognition process successfully before it closes (i.e. become Recognised) will be considered as eligible to receive funding through this programme.

Strategic Context

The Governing Body Support programme 2021-22 will align with Sport Northern Ireland's draft **Corporate Plan (2020-2025)** which expresses a mission statement that:

'We are passionate about maximising the power of sport to change lives. By 2025 we want the power of sport to be recognised and valued by all.'

Using a sporting systems approach, Sport NI has set two high level outcomes to measure our work during the life of the Strategic Plan 2020 - 2025. We will commit to effecting positive population based change, by achieving lifelong enjoyment of sport and by celebrating sporting success at the highest level.

In the period 2020-25 Sport NI anticipates that these Outcomes will be:

- 1. People in Northern Ireland are adopting and sustaining participation in sport and physical recreation.**
- 2. NI athletes among the Best in the World.**

Investment in the Governing Body Support Programme will be aligned to support the delivery of Outcome One. Offering Governing Bodies the opportunity to support the sector through the Covid-19 pandemic, by engaging with clubs and the workforce using tactics and interventions to either sustain club membership at existing levels (March 2021) or to grow them.

In order to ensure that any strong sporting system remains a fair sporting system, Sport NI has set a number of key cornerstones for work within the draft Corporate Plan. By remaining focussed on the need to promote, embed and reinforce inclusivity and well-being across Northern Ireland Sport NI will:

- Build a positive sports culture in Northern Ireland;
- Promote wellness and wellbeing;
- Retain a duty of care to those most vulnerable in society; and
- Target sport in disadvantaged areas.

Cognisant of the approach adopted by the NI Executive in the Programme for Government, this project utilises **Outcome Based Accountability (OBA)** to evaluate whether the programme is 'doing the right things well for the well-being of participants'.

At its most simplistic level, OBA asks three questions of us:

- How much did we do?
- How well did we do it?
- Is anyone better off?

Sport NI's role is to 'determine the ends' by leading, developing and facilitating strategy and steering a course of action with a 'reasoned chance of improving outcomes'. Accountability for participants lies with our delivery partners doing the right things well, at the right time and to the extent and/or degree required in 'delivering the means'.

This approach includes a focus on the impact of the programme on the participants – and the difference Sport NI investment makes to the lives of people across Northern Ireland. It emphasises the importance of longer term outcomes and on desired cultural and behavioural change and places less importance on number driven and outputs focus. While the total number (output targets) is important, it is not at the expense of quality in pursuit of the desired outcome of more equitable participation. This enables the involvement of programme participants and stakeholders in the evaluation and ongoing review of programmes in pursuit of better outcomes. This means greater use of participant and stakeholder surveys and introduces focus groups around our key transition points and priority target groups for the programme.

This will be delivered through the overall Monitoring and Evaluation Framework for Supporting Sport to Build Back Better, which the Governing Body Support Programme 2021-22 is a component of.

Programme Timeline

Monday 25th January 2021

Programme Launch

Governing Body Support Programme will be launched via the Sport NI website and social media channels.

Monday 25th January
to
Monday 1st February 2021

Expression of Interest

If you are eligible to apply you **must** complete an expression of interest within this timeframe to move forward to the proposal development stage.

Friday 5th February
to
Friday 5th March 2021

Proposal Development

You will have a **four-week** period to develop your proposal documentation and to gather your essential / desirable documentation.

Tuesday 9th February
&
Tuesday 2nd March 2021

Information Clinics

During the four-week proposal development period Sport NI will facilitate two Clinics to answer any **questions** applicants may have.

Friday 5th March 2021
by 4.00pm

Proposal Submitted

Completed proposals and associated documentation need to be submitted to **sportingclubs@sportni.net**

Monday 8th March
to
Friday 2nd April 2021

Assessment of Proposals

Sport NI will assess submitted proposals against the **criteria** set out in this guidance document.

April 2021

Decisions Communicated

Sport NI will inform all applicants of their decisions, successful applicants will have **one month** to accept their award.

Eligibility

Outlined below are the eligibility requirements to make a submission to the Governing Body Support Programme 2021-22. Your organisation must be able to demonstrate it meets these requirements at the time of submitting bids to Sport NI:

- A. The Governing Body Support Programme will only accept applications from a Recognised¹ governing body of sport.
and
- B. Your organisation did not receive Sporting Clubs Programme investment for the period 2017-21.

You will need to confirm that:

- The project, in the main, will benefit the inhabitants of Northern Ireland
- 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.

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If you are not a Recognised governing body and have not submitted a pre-application for Recognition before the 4th December 2020, you will not be eligible to apply for this fund. Where a Recognition pre-application has been submitted to Sport NI, or any of the other Home Countries Sports Councils, for consideration before this programme commenced, only governing bodies that have completed the Recognition process successfully before it closes (i.e. become Recognised) will be considered as eligible to receive funding through this programme.

Eligible Items of Expenditure

The Governing Body Support Programme will **not** cover salary costs due to the nature of it being a 12 month investment. The following items of expenditure are examples of expenditure that would be deemed eligible. If you have any queries regarding eligibility please email sportingclubs@sportni.net

Element	Description
Club & Workforce (CW)	Tutor / Coach / Facilitator fees, facility hire and associated travel and subsistence.
	Development of learning programmes and associated resources.
	Provision of equipment and merchandise which can be clearly linked to the relevant element. Each individual item of equipment must cost less than £1,000 (including VAT).
	Development of systems to manage information and improve communication.
Effective Organisations (EO)	Governance reviews.
	Costs associated with strategic development within the organisation.
	CPD, board evaluation sessions and associated facility hire for board members and staff.
Both Elements	Other costs agreed with Sport NI which can clearly be demonstrated to have a beneficial impact on the relevant element.

What is the Governing Body Support Programme 2021-22?

Programme Objective

To engage with clubs and the workforce using tactics and interventions to either sustain club membership at existing levels (20-2021) or to grow them.

What do we mean by club membership?

The context of this investment will see a contribution to Outcome 1: *People in Northern Ireland are adopting and sustaining participation in sport and physical recreation*. Therefore it is important to only include those club members that are **active participants** within your sport.

There will be an opportunity to tell about us about those club members that are not active participants but are contributing to your sport as a coach, official and/or volunteer within the workforce section.

To ensure consistency across applicants, it is important to clearly detail how you collect and maintain records of your active club membership and workforce populations. Sport NI may wish to validate this information at any stage throughout the application and assessment process.

Registering your interest in making a submission

This guidance document and sample submission templates will be available for you to review on the Sport NI website from Monday 25th January 2021. If, following a review of the information you are interested in making a submission, please go to the Sport NI website and download and complete the Expression of Interest document. This must be completed and emailed to sportingclubs@sportni.net by **4pm** on **Monday 1st February 2021**.

Sport NI will then review submitted Expressions of Interest and forward the relevant templates to eligible organisations specified lead contact on Friday 5th February 2021.

Developing your Proposal

Governing Bodies must provide information under the two strands – Club & Workforce Development and Effective Organisations – of the programme in order to be eligible for investment.

Strand 1 - Club & Workforce Development

You will need to complete the following two documents:

- GB Support Programme 2021-22 Proposal (Word Document)
- GB Support Programme 2021-22 Proposal – Finance & Data (Excel Document)

Each governing body will be presented with 3 investment scenarios within your documentation. You will be required to include information under the following headings:

Element	Applicants will be required to provide:
Club Membership	<ul style="list-style-type: none"> - A breakdown of their club membership categories; - The current number of active club members and; - Projections for club members by 31st March 2022; <p>Please remember it is important to only include those club members that are <u>active participants</u> within your sport.</p>
Workforce Populations	<ul style="list-style-type: none"> - A breakdown of their workforce population categories; - The current number of coaches, coach developers, officials and volunteers and; - Projections for coaches, coach developers, officials and volunteers by 31st March 2022.
Data Management Systems	<ul style="list-style-type: none"> - Information on how you collect and maintain records of your active club membership and workforce populations. <p>Please remember that Sport NI may wish to <u>validate</u> this information at any stage throughout the application and assessment process.</p>
Strategy, Research & Insight	<ul style="list-style-type: none"> - Information on your current strategy, research and insight and identify the relevance of this to the investment programme.
Club Support: Tactics & Interventions	<ul style="list-style-type: none"> - The tactics and interventions that you will use to offer support to your clubs and; - Identify how this will differ in respect of the 3 investment scenarios.
Workforce Development: Tactics & Interventions	<ul style="list-style-type: none"> - The tactics and interventions that you will use to offer support to your workforce and; - Identify how this will differ in respect of the 3 investment scenarios.
Planning for the Future	<ul style="list-style-type: none"> - Information on how your organisation will use the investment to plan and strengthen for the future and; - Identify how this will differ in respect of the 3 investment scenarios.

Through assessment of this information we aim to invest the right resources towards the right areas of development to achieve our collective goals. Investment will be commensurate with the club membership of the sport but will be subject to assessment (see pages 13-14).

Strand 2 - Effective Organisations

The following mandatory documentation must be provided at the time of making your submission:

1. Constitution or Memorandum and Articles of Association.
2. Certified or independently reviewed accounts for the last two years. Signed by the appropriate officer bearers and the reviewer.
3. Strategic Plan or Development Plan including vision for the organisation, covering the period of the investment.
4. AGM minutes for the last two years. The oldest version, as a minimum, should be signed.
5. Safeguarding Policy
6. Current Board or Management Committee composition.

The following desirable documentation should be provided at the time of making your submission if you currently have them. If not and you are successful in receiving investment, Sport NI will assist you to develop these in 2021-22.

7. Confirmation of Anti-doping rules adopted by the applicant, compliant with the World Anti-Doping Code.
8. Confirmation of the Governance Code adopted by the applicant
9. Conflict of Interest Policy
10. Equality & Diversity Policy
11. Complaints, Disciplinary or Grievance Policy

Support available for developing 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 Governing Body Support Programme 2021-22 is the responsibility of your organisation.

1. Guidance Document

Please ensure that you have read the guidance document before developing your proposal. If you are unclear about any of the information provided please send an email to sportingclubs@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. Clinics

Sport NI is running the following 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 60 minutes in duration, subject to the amount of questions from the floor. Due to the current environment the sessions will be facilitated online via Zoom.

- Tuesday 9th February 2021 12.30pm or 6.30pm
- Tuesday 2nd March 2021 12.30pm or 6.30pm

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 the information sessions or through our email account sportingclubs@sportni.net

How the proposal will be assessed

Sport NI is a strategic investor and will invest in those applicants who through their proposals have demonstrated their ability to assist in the meeting of Sport NI's Corporate Plan objective of 'people in Northern Ireland are adopting and sustaining participation in sport and physical recreation'. With a limit on the resources available to us, our investment will may not enable us to fund all applicants.

Investment levels will be set by considering the submissions received across each of the sections. This will be achieved using a scoring system and weighting structure identified below.

Direction and Understanding - Strategy & Insight

Weighting applied – 25%

Submission sections assessed:

3a) Strategy

3b) Research & Insight

Scoring based on:

The extent to which the applicant has demonstrated:

- A strategic plan which is aligned to:
 - growing, sustaining and retaining the number of active club members within their sport and;
 - The recruitment, development, deployment and retention of an active and skilled workforce (coaches and coach developers, club volunteers and technical officials) within their sport.
- Research and insight that provides an evidence base of trends within their sport, both in relation to club membership and workforce population (coaches and coach developers, club volunteers and technical officials) levels.

Where are you now and where are you going – Data, Trends & Projections

Weighting applied – 40%

Submission sections assessed:

2a) Data Collection Systems

2c) Sports Club Membership & Infrastructure

2e) Workforce Populations

Scoring based on:

The extent to which the applicant has demonstrated:

- Knowledge of their club membership and workforce through reliable and accurate data.
- Improvement through targeted growth including progressive and realistic projections for club membership and workforce development.

How will you get there – Key tactics/interventions and future plans

Weighting applied – 35%

Submissions sections assessed:

3c) Club Support

3d) Workforce Development

3e) Planning for the Future

Scoring based on:

The extent to which the applicant has demonstrated:

- Key tactics or interventions which are clear, logical, aligned to the research/insight identified and which will move the sport from their current position towards the club membership and workforce projections identified.
- How the investment will be used over the next 12 months to plan and strengthen for the future.

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

Score	Heading	Description
0	No information	The applicant has provided no information.
1	Unsatisfactory	The information provided by the applicant is unsatisfactory.
2	Limited	The information provided by the applicant is limited.
3	Reasonable	The information provided by the applicant is reasonable.
4	Robust	The information provided by the applicant is robust.
5	Substantial	The information provided by the applicant is substantial.

Applicants must meet the minimum threshold of 40% to be considered for investment.

Submitting your documentation to Sport NI

All documentation for Governing Body Support Programme 2021-22 needs to be submitted, including the completed submission templates provided by Sport NI, and the mandatory documentation to the following email address sportingclubs@sportni.net

Please note:

- That there is a maximum email size of 30MB, if greater than 30MB please email sportingclubs@sportni.net to make arrangements for submission;
- 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;
- The deadline for final receipt of your complete submission (Inc. all documentation) is **4pm on Friday 5th March 2021** 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.
- Please note, we may request further clarification or information through the assessment period.

Checklist

Please find below a list of the essential and desirable documents which should be submitted to sportingclubs@sportni.net by **4.00pm** on **Friday 5th March 2021**.

Essential Documents

- Governing Body Support Programme Proposal (Word Document)
- Governing Body Support Programme Finance & Data (Excel Document)
- Constitution or Memorandum and Articles of Association.
- Certified or independently reviewed accounts for the last two years. These should be signed by the appropriate officer bearers and the reviewer.
- Strategic Plan or Development Plan including vision for the organisation, covering the period of the investment.
- AGM minutes for the last two years. The oldest version, as a minimum, should be signed.
- Safeguarding Policy.
- Current Board or Management Committee composition.

Desirable Documents

- Confirmation of Anti-doping rules adopted by the applicant, compliant with the World Anti-Doping Code.
- Confirmation of the Governance Code adopted by the applicant.
- Conflict of Interest Policy.
- Equality & Diversity Policy.
- Complaints, Disciplinary or Grievance Policy.