

# Sports Systems Investment - Governing Bodies



## Information & Guidance Notes



## CONTENTS

1. BACKGROUND
2. ABOUT THE NATIONAL LOTTERY
3. SUBMISSION SUPPORT
4. THE SPORTS SYSTEMS INVESTMENT – GOVERNING BODIES
5. ELIGIBILITY
6. TIMELINES
7. PRIORITY INVESTMENT AREAS
8. SUBMISSION PROCESS
9. INVESTMENT OVERVIEW
10. ELIGIBLE COSTS
11. MONITORING AND EVALUATION
12. APPEALS PROCESS
13. OTHER USEFUL INFORMATION
14. APPENDICIES



## 1. BACKGROUND

Sport NI has been able to invest in the governing bodies and eligible umbrella organisations over the past 10 years as a result of National Lottery investment.

In April 2022 the Corporate Plan for Sport NI was approved, this led to evolving our approach to supporting the sports sector, recognising the need to invest in sport and physical activity through a wide range of partners. As we implement this strategy, we will develop a range of approaches and opportunities to work with both existing and new partners. In particular we will focus on those underrepresented communities highlighted in our Corporate Plan.

In October 2022 the Sport NI Board approved the direction of travel regarding the Sports Systems Investment into Governing Bodies with the process beginning in December 2022 (with currently funded sports). This guidance document details how Sport NI, through lottery investment, will support governing bodies and eligible umbrella organisations currently in receipt of Club Environment Transition Programme (CETP) and Performance Environment Transition Programme (PETP) investment. Further guidance will be made available by June 2023 on supporting governing bodies who are currently not in receipt of funding.

## 2. ABOUT THE NATIONAL LOTTERY

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 NI 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.

## 3. SUBMISSION SUPPORT

If you require any clarification regarding the information provided in these Guidance Notes or advice/guidance concerning the questions relating to the submission process, you can contact Sport NI at [sportssystems@sportni.net](mailto:sportssystems@sportni.net).

### Information Sessions

Sport NI will be hosting the following sessions to answer any questions on the phase 1 submission process. Registration for the information sessions has been emailed directly to sports. Session times and dates are provided below.



Session Type	Venue	Date & Time
Face to Face session 1	Sport NI – House of Sport Room B&C	Wednesday 25 January 2023 6pm-8pm
Online session 1	Zoom	Friday 27 January 2023 10am-12 noon
Face to face session 2	Sport NI – House of Sport Room B&C	Thursday 2 February 2023 2pm-4pm
Online session 2	Zoom	Tuesday 7 February 2023 6pm-8pm

### Frequently Asked Questions (FAQ's)

Sport NI will record all relevant clarifications received via email or through the information sessions using an FAQ log which can be found here - <http://www.sportni.net/faqs-sports-systems-investment/> The FAQ log will be updated when clarifications are requested.

## 4. THE SPORTS SYSTEMS INVESTMENT – GOVERNING BODIES

In recognition of the strategic role sport governing bodies play, the Sports Systems Investment – Governing Bodies programme is the first strand of the sports systems investment to implement 'The Power of Sport'. The investment is to enable the delivery of:

- **Outcome 1: People adopting and sustaining participation in sport and physical activity.**
- **Outcome 2: Our athletes among the best in the world.**

By (Sport NI Cornerstones):

- Building a positive and **inclusive** sports culture, recognising the rights of everyone to access and participate in sport.
- Retaining a **duty of care** to all those engaged in the Sporting System.
- Promoting **wellness** and **well-being**.
- Targeting sport in **rural** communities, in **disadvantaged areas** and with **under-represented groups**.

Through resources available within the Sports System Investment – Governing Bodies programme we want to support the sports sector to have strong resilient systems in place. As well as changing what we are trying to do, we have committed to making changes in how we do it. For work with our governing bodies this includes:

- a. A single investment into sports governing bodies to streamline the administration.
- b. Flexible investment into governing bodies, with the ability to continuously improve and develop to fit emerging needs.
- c. Agile investment meeting the needs of the sector, for all governing bodies. We want to encourage growth and ambition, cognisant that in the context of scarcity and increasing costs this is a more challenging environment.
- d. Rolling investment, avoiding the lack of stability in governing bodies with potential 'cliff edges' at the end of cyclical investment programmes.
- e. Encouragement towards long term partnerships with governing bodies, affording sports the opportunity to consider the longer term with indicative commitment levels to aid their future planning, including exit strategies, to develop greater sustainability.
- f. Shift towards agreeing common areas of interest, intersections, and collaboration on how best to deliver for maximum impact to the sector, within timescales contextually

relevant to each sport. This would be a move away from more fixed target setting and delivery over 4 years.

- g. Work in ways that support trust, enable collaboration, and foster shared commitment to tackling inequality

## 5. ELIGIBILITY

The Sports Systems Investment – Governing Bodies Programme will only accept submissions from a Recognised<sup>1</sup> governing body of sport (this includes branches/parent NGBs) and organisations that are considered “umbrella” bodies/ sports agencies that represent the interests of Recognised governing bodies of sport and/or their participants/athletes. In addition, recognised governing bodies of sport/umbrella bodies/sports agencies must currently be in receipt of investment through CETP or PETP.

The Sports Systems Investment - Governing Bodies Programme will look to engage with the appropriate lead organisation for each sport. This will likely be the National Governing Body (or umbrella body/sports agency) but in some cases this may be the regional branch. If a decision is taken for the lead organisation to be the regional branch this must be with the agreement of both organisations.

The following eligibility criteria also applies:

- 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.

## 6. TIMELINES

The Sports Systems Investment - Governing Bodies will be delivered in two phases. A phased approach will enable money to flow while creating the opportunity for long term planning and investment.

**Phase 1:** will focus on securing investment for the 2023–24 period.

**Phase 2:** will commence in April 2023 and will aim to secure indicative longer-term funding, in some instances until 2028.

### Phase 1 Timeline

19th December 2022	Indicative Baseline Planning Figures Issued to Sports
20th January 2023	Programme Launched, and submission documentation made available to sports
17th February 2023	Submission closing date
20th February 2023 - March 2023	Sport NI review period. Clarification or amendments may be requested during this time
April 2023 onwards	Letters of Offer for 2023-24 to be issued
April 2023	Phase 1 feedback returned to sport

<sup>1</sup> 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

April – June 2023

Plans, outcomes and measures agreed.  
If appropriate, increase in investments offered.

July 2023

Updated Letter of Offer and term of award

### Phase 2 Timeline

Phase 2 will commence in May 2023 with an ambition to have year 2 indicative letters of offer issued by December 2023, including an indicative award amount for years 3-5.

## 7. Priority Investment Areas

Following engagement with Governing Bodies, 8 priority investment areas have been identified. Points to consider under each priority investment area are outlined below, however this is not an exhaustive list and we are encouraging sports to have a focus on areas that you need to develop to help address inequalities and to better support inclusive sporting environments.

Priority Investment Areas	Points to consider
<b>Retention and Growth;</b> to create opportunities and environments that attract and retain participants in sport, members, spectators, etc. In particular those from underrepresented groups.	<ul style="list-style-type: none"><li>• Your ambition with regards to participation in your sport (not just members).</li><li>• Your understanding of the nature and needs of inequalities faced by those people and communities relevant to you and how that shapes and informs action to grow their participation in your sport.</li><li>• How you will increase opportunities through sport, targeting under-represented groups or communities, including women and girls, people with a disability and those in later life.</li><li>• How you will increase opportunities with a geographical spread, including rural communities.</li></ul>
<b>Medals and More;</b> to build athlete centred environments which enables athletes to achieve success.	<ul style="list-style-type: none"><li>• Your understanding of the athlete experience and how you provide athletes with a safe performance environment.</li><li>• Your understanding of the demographics of athletes and staff within your performance programmes and how that shapes action to grow and retain athletes from underrepresented groups.</li><li>• The medals and placings your sport has delivered.</li><li>• The number of medals available in your sport, with particular focus on Olympic/Paralympic/Commonwealth Games sports.</li><li>• How you will increase geographical access to performance programmes.</li></ul>



	<ul style="list-style-type: none"> <li>• The number and demographic of athletes on UK and Irish Athlete Investment programmes.</li> </ul>
<p><b>Pathway Access;</b> to strengthen and align the performance pathway.</p>	<ul style="list-style-type: none"> <li>• The number of athletes progressing to UK and Ireland athlete funded National programmes.</li> <li>• Your understanding of the athlete experience and how you provide pathway athletes with a safe performance environment.</li> <li>• Your understanding of the barriers to pathway access that underrepresented groups and communities (relevant to your sport) face, and how that shapes and informs action to ensure opportunity for all talented athletes.</li> <li>• How you will increase diversity in your sport, including representation from under-represented groups, in particular, those from the most deprived communities, women and girls, disabled people and rural communities.</li> </ul>
<p><b>Workforce Planning;</b> to develop an active, skilled and supported workforce, which is representative of the population, and has the capacity and capability to meet the demands of the sporting system.</p>	<ul style="list-style-type: none"> <li>• How you build a detailed understanding of your sport's workforce, and its impact to support decision making and evaluation.</li> <li>• How you will identify the workforce needs of your sport, recruiting and developing your workforce to meet these needs and supporting clubs or other organisations to recruit and develop the workforce they require, in order to build capacity and tackle inequalities in and through sport.</li> <li>• How you will take proactive steps to address under-representation in order to achieve a more diverse and inclusive workforce within your sport.</li> <li>• How you will provide a range of learning, development and qualification opportunities and resources that support the needs, curiosities, and circumstances of your workforce.</li> <li>• Embracing digital technology to enable and enhance the learning and connectivity of people within sport.</li> <li>• How you are recognising the contribution that members of your governing body, club and other organisations' workforce make to your sport, engaging with your sport's workforce, and promoting workforce wellbeing within your sport.</li> </ul>

<p><b>Data and Insight;</b> be able to make evidence led decisions, adapting to emergent needs.</p>	<ul style="list-style-type: none"> <li>• Your ability to clearly identify membership, workforce (paid and voluntary) and participant demographics.</li> <li>• How well you gather data and insight to better understand the nature and needs of inequalities faced by those people and communities relevant to you in accessing your sport.</li> <li>• How prepared do you feel in terms of your skills and capabilities in digital innovation to deliver effectively.</li> <li>• Your understanding of participation patterns across your sport (not just members).</li> <li>• Your insight into the wider impact of your sport.</li> <li>• How you collect and collate real time information and feedback.</li> <li>• How you use data and insight to deliver performance programmes.</li> </ul>
<p><b>Knowledge Sharing;</b> to set foundations for shared learning and development:</p>	<ul style="list-style-type: none"> <li>• How sharing of best practice and insight across sports can be increased (Sport driven).</li> <li>• How you share and identify collective opportunities and challenges with others.</li> <li>• How you use data and insight gathered internally and from outside your organisation to learn, adapt and improve.</li> <li>• How you encourage and foster a culture of curiosity, creativity, innovation, sharing of knowledge and learning both within your teams and through your relationships with partners and stakeholders.</li> <li>• How you can contribute to the establishment of knowledge sharing communities within sports.</li> </ul>
<p><b>Equality, Diversity, and Inclusion;</b> to work in ways that support trust, enable collaboration, and foster shared commitment to tackling inequality.</p>	<ul style="list-style-type: none"> <li>• How you increase communication of equality, diversity, and inclusion within your sport and beyond.</li> <li>• Your understanding of the needs and nature of inequalities for those people and communities relevant to you.</li> <li>• The demographics that you are working to address.</li> <li>• How you build relationships with other organisations to tackle inequalities in a way that meets the needs of the people and the communities relevant to you.</li> <li>• How you use other resources e.g. technology, funding, opportunities to tackle inequality.</li> </ul>



	<ul style="list-style-type: none"> <li>• How well you understand the lived experiences of those in your sport and ensure their voices are heard.</li> <li>• How you can increase the diversity of your sport's leadership, including a more representative board.</li> </ul>
<b>Good Governance;</b> to embed good governance practices within sporting culture	<ul style="list-style-type: none"> <li>• How you comply with adopted governance codes.</li> <li>• How you will have intentionally inclusive policies, procedures, and practices.</li> </ul>

## 8. Submission Process

Submission documents should identify a lead contact who will be responsible for submitting and managing the sports systems investment. As part of the submission, the lead contact and a counter-signatory will be required to confirm the legitimacy of the content. The counter-signatory must be in a more senior position than the lead contact, or where the Chair is the lead contact it must be signed by another board member.

As part of the submission process, you will be required to complete the following documentation:

- Sports Systems Investment – Governing Bodies 2023-24 submission proposal
- Sports Systems Investment – Governing Bodies 2023-24-Template 1 - Investment and Self Evaluation

If you wish to seek increased investment you will also need to complete the following document:

- Sports Systems Investment – Governing Bodies 2023-24 - Template 2 – Increased Investment Request

**To support your proposal, a number of essential governance documents will also be required. Further detail of these can be found on page 14.**

Submissions and all other documentation must be submitted via email to [sportssystems@sportni.net](mailto:sportssystems@sportni.net). Hard copy submissions will not be accepted.

Following submission, it may be necessary for Sport NI to seek clarification from sports on the information provided. There will be limited time available for such clarifications so expedient responses will be appreciated.

**Closing Date for Submissions - 1pm on Friday 17<sup>th</sup> February 2023**

*(If in exceptional circumstances the deadline above cannot be met, please contact Sport NI as soon as possible by emailing [sportssystems@sportni.net](mailto:sportssystems@sportni.net). Please note that where the deadline is not achieved, this will impact the ability to issue a letter of offer in April 2023)*

## 9. INVESTMENT OVERVIEW

Currently funded governing bodies will have received correspondence from Sport NI in December 2022 confirming the relevant investment approach for your sport.

Two investment approaches have been applied;

- **Indicative baseline planning figure** – As a result of continuity of investment, Sports who have received investment since 2017 have been allocated an indicative baseline planning figure based on previous investment levels and a percentage uplift to cover increased costs due to the cost of living, inflation and post-COVID support. Initially, sports will only be able to receive investment up to their 'Indicative Baseline Planning Figure'. This will result in a letter of offer being issued to ensure continuity of investment in April 2023. Sports will have the opportunity to seek increased investment levels in 2023-24, however approved increase levels of investment will not be approved until July 2023.
- **Reset Approach** – Sports who have only received investment since 2020 have not been provided with an indicative baseline figure but a reset approach. This is due to the limited level of programme funding that was made available within the previous Governing Body Support Programme. During Phase 1, these sports have the opportunity to put forward a case for up to £450k which is and Sport NI will work with these sports to find an appropriate baseline level of investment relative to all sports.

### Investment Caps

There will be 3 control points on individual sport investment in 2023-24:

1. £450,000
2. £600,000
3. £750,000

If in exceptional circumstances a sport requests investment above a control point, additional information will be required. This will be managed on an individual basis with sports.

## 10. HOW TO COMPLETE THE SUBMISSION PROPOSAL

The Submission Proposal and Templates must be completed by all sports wishing to engage with Sport NI to secure funding for the 2023-24 period.

Sports may also submit up to date, relevant strategic documents along with the template to demonstrate strategic alignment and support but not use as their response. It is imperative that full information detailing the sports response is within the template and not "refer to document/strategy" as answer/explanation.

Throughout the submission process, we are encouraging sports to have a focus on areas that you need to develop to help address inequalities and to better support inclusive sporting environments.

Text boxes are provided for your sport to input information, comment, and narrative. Please do not exceed the word count stated to keep information provided sufficiently concise.

## S1-Strategic Alignment

Sports are required to provide information on their current strategic priorities and goals and demonstrate how they align with [Sport NI's Corporate Plan the 'Power of Sport'](#), specifically Outcome 1 and Outcome 2 (page 10) and the cornerstones (page 21). Details should be provided on short-term (2023-24), medium-term (2024-26) and long-term goals (2026-28) set by the sport that will align with Sport NI's outcomes and that the sport will deliver over the next number of years.

## S2-Insight

Sports should include details of relevant insights that have been collated internally or by other parties relating specifically to the sport **within the last 12 months**. Sports may also include details of insights that fall outside the 12 month period but only if they are in addition to information already provided as part of the CETP/PETP submissions.

Insights may be research or consultation with key stakeholders outlining trends, challenges, opportunities and/or emerging priorities related to the key priority investment areas. It may also include analysis of related data that the sport holds which has informed the sports priorities and actions, and relevant research carried out by external organisations from which relevant insight can be drawn (e.g., Continuous Household Survey). *Given the word limit we would ask that applicants summarise findings and report conclusions and priorities.*

## S3-Data

We have an ambition to make greater use of sport's data to inform and support future investment. We recognise that in order to do this, organisations may need resource in this area. We therefore ask applicants to provide information on how they currently collect their data, how accurate these collection methods are and what improvements have been made or could be made to improve data collection systems. A copy of the data that Sport NI currently holds on your sport will be provided in Appendix 1. If your sport holds wider data than that provided, please feel free to submit this to support your submission.

## S4- Self-evaluation

You will be required to complete a self-evaluation process against the 8 priority investment areas. This can be found in Template 1.

The self-evaluation is to explore sports strengths and areas for development related to the priority investment areas. It will be used to help frame conversations in phase 2 and to support areas that would be of benefit from additional resource and focus.

A self-evaluation rating from 1-10 will be required beside each priority investment area, even if you are not requesting investment in this area for the 2023-24 period.

We are asking sports to initially rate themselves against the criteria both in terms of current ability and readiness to develop in each area. We have intentionally allowed this to be a subjective score rather than having stringent 'bandings'. The higher the score, the more capable and ready you are to deliver. We would encourage you to not over-think this initial rating but to be as honest as you can be.

A succinct statement in support of that self-evaluation rating must also be provided on Template 1.

## S5 - Development Areas & Financial Requirements

Within this section, you should indicate your request for investment. You are also required to tick the areas that align to your own strategic priorities that you would like to receive investment in for the 2023-24 period.

Please note that you are not required to deliver in all 8 priority investment areas, although you may do so.

You will then be required to provide details on each of the priority investment areas, including the impact you wish to achieve, how you will achieve it and how much it will cost.

The 'WHAT' element should be specific and target focussed using **S.M.A.R.T** (specific, measurable, achievable, relevant and timebound) targets where possible and linked to strategic priorities and addressing inequalities. Details of 'WHAT' you wish to achieve will be used to inform sport plans, outcomes and measures.

The 'HOW' element should provide explanation and information on the way in which you plan to achieve the 'WHAT'.

Where investment is required to fund existing or new staff, applicants should include reference to the job title and allocate the role to the most applicable priority investment area. Where a post covers more than one area of work, please only enter the cost of the post into one priority investment area, however you may want to reference the post across other areas e.g. a Club and Workforce Officer should be included in either P1 or P4 but not both.

Due to the limited word count, bullet point format is acceptable.

If you have received an indicative baseline planning figure but would like to seek an increase in investment for 2023-24 you will also need to complete Template 2. Further guidance on the completion of Template 2 can be found on page 14.

The following provides examples of how S5 may be completed.

<b>P1 – Retention &amp; Growth – To create opportunities and environments that attract and retain participants in sport, members, spectators, etc.</b>	
<b>What impact will investment have in this area? (Max 250 words)</b>	
<ul style="list-style-type: none"> <li>• Increase female participation by 10% by April 2024.</li> <li>• Retain male members at current level to April 2023.</li> <li>• Deliver opportunities for over 50's linked directly to 5 clubs in 3 Local Authorities to increase participation in this demographic.</li> </ul>	
<b>How will you achieve this impact? (Max 250 words)</b>	
<ul style="list-style-type: none"> <li>• Introduce women and girl's sections within 5 new clubs and promote opportunities for female participation with all clubs.</li> <li>• Provide quality club-based playing opportunities to attract and retain male players to clubs.</li> <li>• Work with 3 Local Authorities and local clubs in their area to promote links and deliver specific participation opportunities for the over 50's linked directly to local clubs to increase diversity of membership demographic.</li> <li>• Continue to utilise investment towards full time Club Development Officer and Participation Development Officer with remit to deliver retention and growth.</li> </ul>	
<b>How much will this cost?</b>	<b>£65,000.00</b>

Please outline any risks which may impact your ability to deliver this area of work and rank their status as very likely, likely or unlikely.

Risk	Likelihood	Mitigation Planned
LA's not engaged in Over 50's programme.	Likely	Work with Age NI and other community partners to deliver.

## P8 – Good Governance – To embed good governance practices within sporting culture.

### What impact will investment have in this area? (Max 250 words)

- Appoint a Board that is representative of our sport and the wider society by increasing female representation by 20% by March 2023.
- Embed a culture of doing the right thing at Board, Staff and Volunteer level.
- Provide all club members with access to a sporting environment which is safe, fit for purpose and provides a quality experience.

### How will you achieve this impact? (Max 250 words)

- Conduct a targeted public recruitment exercise to ensure that female members of the sport and public have the opportunity to put themselves forward for election in line with our governing document terms of office.
- Adopting and implementing a governance code, devising policies and procedures that are fit for purpose, approved at the appropriate level and implemented and actioned by the staff, board and volunteers of our organisation.
- Continue to employ a Business Development Manager to drive delivery of the strategy, manage staff and ensure good governance is maintained.
- Development of a coach/volunteer/official database to track coaching qualifications, attendance at safeguarding training, CPD, first aid and AccessNI checks.

### How much will this cost?

**£50,000.00**

Please outline any risks which may impact your ability to deliver this area of work and rank their status as very likely, likely or unlikely.

Risk	Likelihood	Mitigation Planned
Representative board is not achievable.	Very Likely	Ensure promotion of culture of openness to on the board through their use of terminology in voting papers and encourage under-represented groups from coaching/management etc. to be nominated.
Staff, Board and Volunteers fail to act within the remit of the policies in place due to lack of resource i.e. time and personnel	Unlikely	Staff, Board and Volunteers sign up to a code of conduct ensuring that they will act as defined in the policies in order to ensure the organisation is accountable and transparent when making decisions.

### Other Costs

If there are other eligible costs which do not fit within the 8 priority investment areas, you can outline these in the 'other costs' section. These should be kept to a minimum to allow investment to be targeted in the priority investment areas. Where there is a significant amount of investment allocated to 'other costs' this may need to be discussed before a letter of offer can be issued.



(If these costs exceed your indicative baseline planning figure they should be included in Template 2).

### **S6.1 – 2023-24 Investment Summary**

You should complete this section on **2023-24 Investment Summary Template 1 (excel document)**. Totals identified in each priority investment area of S5 should be added to Template 1\*. This will compile an investment figure reflecting the total investment you require for the 2023-24 period.

\*If have completed Template 2, this information should also be added to Template 1.

Template 1 also requires you to provide:

- An indicative figure of the number of posts the investment will fund. You should include both fully and partially funded roles.
- The percentage of your sports total expenditure within Northern Ireland that you estimate the Sports Systems Investment will account for in 2023-24.
- Your sports proposed investment in the priority investment areas for 2023-24 (not including the proposed Sport NI investment). This figure should be your contribution across the priority investment areas where investment is being requested and not all areas of your delivery/function.

### **Investment Period (Submission Proposal document)**

You should indicate how many years of investment your sport would like to secure as part of the overall Sports Systems Investment – Governing Bodies. Sports can select between a further 2-5 years, however the number of years you select should reflect the period of time that your sport can accurately plan and set targets for. We ask sports to be realistic and pragmatic.

### **S6.2 - Overall Sports System Governing Body Investment**

Based on the investment period identified in the submission proposal, you should provide an indicative amount for each year that you would like to request investment for. Please ensure you refer to the investment caps when completing this section. This figure is only to give an indication of future investment requests and can be changed by sports as we move into phase 2 of the investment.

### **S7 – Supporting Documentation**

To support your submission, please submit evidence of your:

- Current Strategic Plan
- Governing Documents e.g. Constitution or Memorandum and Articles or Association
- List of Board Members
- Last set of signed Accounts, approved by the Board (these should be a Full set of accounts i.e.. not Abbreviated, and should include a detailed income and expenditure account)
- Last set of approved AGM minutes, signed on behalf of the Board

If the above documents are not publicly available, you can attach it to your submission (but a link is preferable).

### **Template 2 – Increased Investment Request**



Template 2 should only be completed if you have received an indicative baseline figure and would like to request additional investment. A separate assessment will be undertaken for Template 2 and further information may be requested should it be required.

You should outline the amount of additional investment required and what the investment will deliver, additional to that included within the submission proposal document. You must clearly demonstrate why additional funding is required and what additional impact it will have.

If your indicative planning figure is below the £450,000 control point, your increased investment request will be capped at this threshold.

If your indicative planning figure has been capped at the £450,000 control point, your increased investment request must not exceed the £600,000 threshold. It is the ambition that in Phase 2, some sports may move between the control points during years 2-5.

Should sports intend to submit Template 2, the additional investment requested should also be transferred into the investment summary in Template 1. Increased investment requests will be considered separately and if successful, an updated letter of offer issued by July 2023.

## Appendix 1

Appendix 1 identifies the current data Sport Northern Ireland holds on your sport/organisation\*, and the previous investment levels from Governing Body investment programmes since 2017. This includes:

1. Club and Workforce data (e.g. membership levels, workforce populations)
2. Performance data (e.g. medals, placings, performance benefit points)
3. Previous investment award/s and spend (including Athlete Awards)

All information has been collated through previous submissions and monitoring within Sport NI investment programmes. The tables in the appendix have been prepopulated where we hold the specified data (if investment was not received for a particular area this section will be blank). If data is missing or incorrect in the appendix, please update and return it with your submission documentation. If your sport holds wider data than what is provided in Appendix 1, please feel free to submit this to support your submission.

Sport NI will continue to monitor club, workforce and performance data as part of the new investment.

\*Please note, the data included is an overview for the Sport and may have been awarded to/collected from a National Governing body and/or regional branch.

## 10. ELIGIBLE COSTS

The Sports Systems Investment – Governing Bodies Programme aims to offer a flexible investment approach to supports sports to continuously improve and develop fit for purpose systems and structures. Our intention is to provide sports with the flexibility and freedom (within reason) to utilise investment in ways which allows for the greatest impact and addresses inequalities.

There are however, a few things that we cannot invest in:

- Retrospective costs
- Entertainment costs, food and beverages.
- Secondary, further or higher education e.g. A Levels, Degrees, etc.
- VAT that can be recovered from HM Revenue and Customs.
- Activities promoting religious or political beliefs.
- Donations/fundraising events or activities.
- Costs incurred before successful Letter of Offer issued.
- Insurance, affiliation, entry fees or membership fees.
- Livestock.

If you have any queries regarding eligible costs, please get in touch through the following email [sportssystems@sportni.net](mailto:sportssystems@sportni.net).

## 11. MONITORING AND EVALUATION

Our approach to monitoring and evaluation, including the measures of the Sports System Investment – Governing Bodies are still very much in development. We will be working with sports throughout phase 1 and 2, to progress this further. We want to ensure that the investment impacts those underrepresented groups within Northern Ireland and does not just chase numbers.

We will need to be able to evaluate what we do and how we do it so we can understand and demonstrate the longer-term change in the sport system. To achieve this, we need to work with sports to clearly understand how the investment is ultimately supporting the wider, long-term outcomes that we know sport and physical activity contributes to.

Key to this approach will be understanding the effect of interventions in sports using the Outcome Based Accountability framework.

- How much did we do? – Quantity
- How well did we do it? – Quality
- Is anyone better off as a result? Quantity and quality of effect or outcome for the user of the service)

Effort	How much did we do?	How well did we do it?
	#	%
Effect	Is anyone better off?	

Our approach will also look to explore the following:

- **Inputs and preconditions** – Identified through the self-evaluation framework and evaluated on an ongoing basis as partners develop.
- **Plans, Goals and what is expected to change** – Strategy, plans and goals, alignment with Sport NI Corporate Plan. Evaluation at individual and collective level.

- **Impact** – what is the longer-term impact on wider outcomes. Evaluating what we do and how we do it in the long term.

Sport NI will continue to monitor club, workforce and performance data and sports are expected to ensure quality returns are made. Alongside this, we want to use outcome based accountability to better understand the story behind the data in parallel with improving the quality of data.

## 12. APPEALS PROCESS

Sport Northern Ireland's Review Procedure, which is relevant to decisions concerning applications to Sport Northern Ireland for funding of £30,001 or more, can be found here [Microsoft Word - Sport Northern Ireland Review Policy and Procedure Final.doc \(sportni.net\)](#)

## 13. OTHER USEFUL INFORMATION

If you contact us for any reason you become one of our 'customers'. This Customer Charter is a guide to the level of service you can expect.

### Customer Service Standards

Sport NI's customer services charter is currently under review by Sport NI's Board. The new customer service charter will be placed on our website when available and will apply to this programme.

### Complaints

If you are dissatisfied with the service, you have received from Sport NI you may make a complaint. The Sport NI Complaints Procedure can be found here:

<http://www.sportni.net/wp-content/uploads/2022/02/Sport-Northern-Ireland-Complaints-Procedure-November-2021.pdf>

### Further Redress

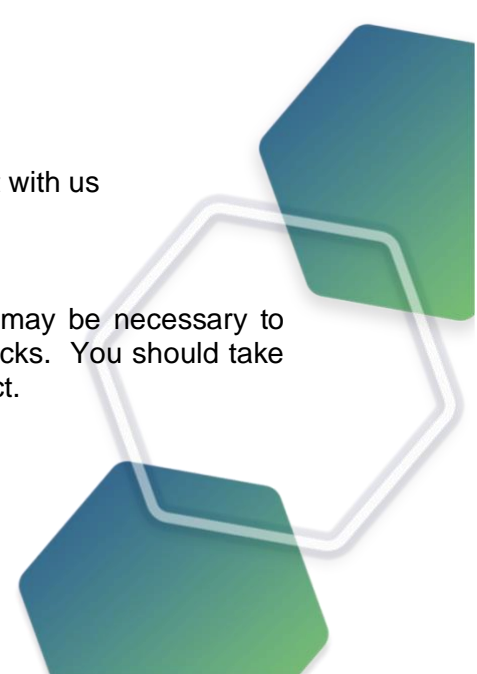
If you feel that we have not dealt your complaint in a satisfactory manner, you can contact the Commissioner for Complaints (Ombudsman). The Ombudsman is totally independent of Sport NI and can be contacted at the following address:

The Ombudsman  
Freepost  
Belfast  
BT1 6RR  
Tel: 0800 343 424 (freephone)  
028 9023 4912

The Ombudsman will normally expect you to have raised the complaint with us before referring to him.

### The Standard We Expect of Applicants

- Sport NI requires applicants to provide whatever information may be necessary to safeguard public funds, and to carry out random validation checks. You should take care to ensure, therefore, that the details you provide are correct.



- Any misleading statements (whether deliberate or accidental) given at any stage may render the Application invalid, and you may be liable to return any money already paid out.
- The above information submitted will be held by Sport NI in compliance with the Data Protection Act 1998. All government departments share information on projects to enable them to prevent fraudulent applications and to co-ordinate the processing of complementary applications. Information provided by the applicant may be made available to other departments or agencies for the purpose of preventing or detecting crime.
- Any direct or indirect approach by an applicant, its officers, servants, contractors, personal or professional representatives or advisors made to members of Sport NI, its Committees or officers which, in the view of Sport NI or their advisors constitutes an attempt in any way to influence the outcome of an Application will, at the absolute discretion of the Council, render the Application **ineligible for further consideration**.

### **Freedom of Information**

Any data gathered by Sport NI in relation to this programme will be held in accordance with the terms of the Freedom of Information Act 2000.

Applicants should note that in accordance with the Freedom of Information Act 2000, information regarding both successful and unsuccessful applications may be made available to the public via the World Wide Web and a variety of publications and is disclosable under Freedom of Information (FOI) or Environmental Information Regulation (EIR) requests.