

Sports Systems Investment - Governing Bodies



Information & Guidance Notes



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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 ([The Power of Sport – Our Five-Year Plan | Sport NI](#)), 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.

2023-24 was a transitional single year Lottery investment into 35 Governing Bodies which totaled £7,422,699, representing a substantial increase in SPORT NI investment in Governing Bodies. The investment outlined in this guidance document will be a multi-year National Lottery investment commencing in April 2024 with up to four years of investment outlined, offering the opportunity for continued support within the organisations currently in receipt of SSIGB investment. Offers of investment will be indicative and subject to year-on-year confirmation based on achievement of outcomes and measures.

The purpose of this guidance document is two-fold. Firstly, it is to provide a contextual background to the Sports System Investment programme and how it links to Sport NI's Corporate Plan. Secondly, it is designed to provide further support to enable governing bodies to complete the documentation relating to future years of the Sports Systems Investment for Governing Bodies (from April 2024 and beyond).

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 or your nominated project lead.

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**.

5. ELIGIBILITY

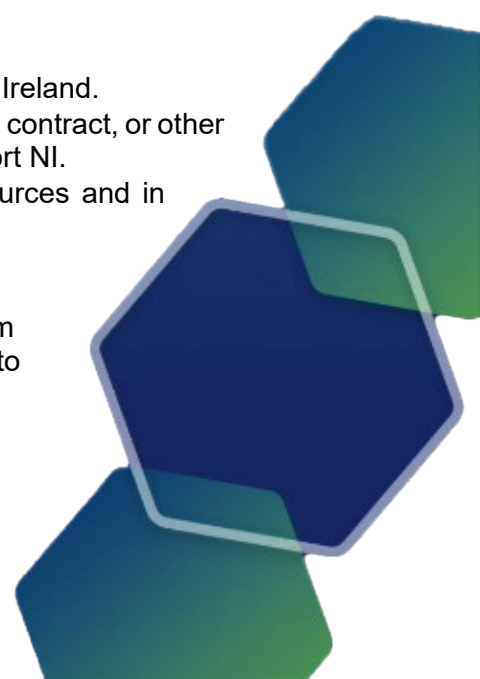
Sports Systems Investment – Governing Bodies Programme will only accept submissions from a Recognised¹ governing body of sport (this includes branches/parent NGBs) and organisations that are considered “umbrella” bodies/ sports agencies that represent the interests of recognised governing bodies of sport and/or their participants/athletes. In addition, recognised governing bodies and/or sport/umbrella bodies/sports agencies must currently be in receipt of investment through SSIGB in 2023/24.

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 from Sport NI.
- The proposed project represents additionality to existing resources and in particular to existing or planned investments.

The Sports Systems Investment - Governing Bodies will deliver our commitment to Phase 2 of the investment, offering potential longer term indicative funding from April 2024 to March 2028, subject to the ability to demonstrate achievement of existing project measures and provide/complete all necessary documentation.



6. TIMELINES

<ul style="list-style-type: none">• End of November 2023	<ul style="list-style-type: none">• SSIGB Mid-Year Reviews Completed
<ul style="list-style-type: none">• December 2023	<ul style="list-style-type: none">• Documentation shared and Sports to work with Sport NI lead to submit required plans
<ul style="list-style-type: none">• Week commencing 18th December 2023	<ul style="list-style-type: none">• Indicative Letters issued to sports following SPORT NI Board approval.
<ul style="list-style-type: none">• Friday 16th February 2024 @ 12 noon	<ul style="list-style-type: none">• Deadline for completion of SSIGB documentation & submission to SPORT NI.
<ul style="list-style-type: none">• Early April 2024	<ul style="list-style-type: none">• 2024-25 Offer Letter issued to sports

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 Council*

7. PRIORITY AREAS AND ENABLERS

Following feedback, there are now two main priority areas identified for SSI-GB investment, reduced from the previous eight areas, to provide simplification and allow sports to more accurately capture proposed deliverables. The previous areas are now identified as “enablers” to achieve the priority areas:

- **Retention and Growth**
- **Medals and More**

You will be asked to provide details of both the current picture (2023/24) and the vision (by 2028) of your sporting organisation by demonstrating what will be broadly achieved in these areas over the potential investment period, defining both outputs and outcomes.

You will also be asked to provide details of the enablers that will allow you to achieve this. Enablers are identified as Data & Insight, Workforce Development, Culture and Integrity and Pathway Access (Medals and More only). They should be what makes it possible for you to achieve the outputs and outcomes under Retention and Growth and/or Medals and More.

You should also define what the EDI Focus will be in each of these enablers i.e. how they will deliver against Equality, Diversity and Inclusion (EDI).

Points to consider under each of the Priority Areas and Enablers 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 Areas	Points to consider
<p>Retention and Growth; to create opportunities and environments that attract and retain participants in sport, members, spectators, etc. In particular those from underrepresented groups.</p>	<ul style="list-style-type: none"> • Your ambition with regards to participation in your sport (not just members). • 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. • 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. • How you will increase opportunities with a geographical spread, including rural communities.
<p>Medals and More; to build athlete centered environments which enables athletes to achieve success.</p>	<ul style="list-style-type: none"> • Your understanding of the athlete experience and how you provide athletes with a safe performance environment. • Your understanding of the demographics of athletes and staff within your performance programmes and how that shapes action(s) to grow and retain athletes from underrepresented groups. • The medals and placings your sport has delivered. • The number of medals available in your sport, with particular focus on Olympic/ Paralympic/ Commonwealth Games sports. • How you will increase geographical access to performance programmes. • The number and demographic of athletes on UK and Irish Athlete Investment programmes.



Enablers	Points to consider
<p>Performance Pathway Access; to strengthen and align the performance pathway.</p>	<ul style="list-style-type: none"> • The number of athletes progressing to UK and Ireland athlete funded National programmes. • Your understanding of the athlete experience and how you provide pathway athletes with a safe performance environment. • 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(s) to ensure opportunity for all talented athletes. • 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.



<p>Workforce Development; 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"> • How you build a detailed understanding of your sport's workforce, and its impact to support decision making and evaluation. • 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. • How you will take proactive steps to address under-representation in order to achieve a more diverse and inclusive workforce within your sport. • How you will provide a range of learning, development and qualification opportunities and resources that support the needs, curiosities, and circumstances of your workforce. • How you will embrace digital technology to enable and enhance the learning and connectivity of your sports workforce. • 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.
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<p>Data and Insight; be able to make evidence led decisions, adapting to emergent needs.</p>	<ul style="list-style-type: none"> • Your ability to clearly identify membership, workforce (paid and voluntary) and participant demographics. • 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. • How prepared do you feel in terms of your skills and capabilities in digital innovation to deliver effectively. • Your understanding of participation patterns across your sport (not just members). • Your insight into the wider impact of your sport. • How you collect and collate real time information and feedback. • How you use data and insight to deliver performance programmes.
<p>Equality, Diversity, & Inclusion; to work in ways that support trust, enable collaboration, and foster shared commitment to tackling inequality.</p>	<ul style="list-style-type: none"> • How you increase communication of equality, diversity, and inclusion within your sport and beyond. • Your understanding of the needs and nature of inequalities for those people and communities relevant to you. • The demographics that you are working to address. • 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. • How you use other resources e.g. technology, funding, opportunities to tackle inequality. • How well you understand the lived experiences of those in your sport and ensure their voices are heard. • How you can increase the diversity of your sport's leadership, including a more representative board.



Culture and Integrity; to embed good governance practices within sporting culture

- How you comply with adopted governance codes (i.e. all relevant elements of the appropriate codes);
- How you will have intentionally inclusive policies, procedures, and practices (e.g. promoting equality and a diverse and inclusive organisation and sport, and ensuring that duty of care and wellbeing is prioritised).
- How you ensure that there is a culture of safeguarding and anti-doping standards promotion and compliance.

N.B. We have removed **Knowledge Sharing** as a performance investment area, as in many cases sporting organisations have not prioritised specific investment in this area or identified it as an enabler. However, it is an area that all sports should continue to deliver, and Sport NI will continue to support through its networking opportunities or specialist identified projects.



8. THE 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 initial submission process, you will be required to complete the following documentation:

- Sports Systems Investment – Governing Bodies Sport Engagement and Planning Document 2024-25
- Data Projections 2024-28

To support your proposal, a number of essential governance documents will also be required. The documents required are:

- List of current Board/Executive Committee 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).

Submissions and all other documentation must be submitted via email to 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 – 12 noon on Friday 16th February 2024

(If in exceptional circumstances the deadline above cannot be met, please contact Sport NI as soon as possible by emailing 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 2024)

9. INVESTMENT OVERVIEW & ASSESSMENT

Investment Caps

An upper funding limit has been applied to the programme/project along with three further identified checkpoint limits to help manage the financial capabilities of the SSI-GB programme. Sporting organisations may not move beyond specific checkpoints based on current levels of club membership and ability to deliver high performance outcomes.

Checkpoint	Funding cap*
Annual Funding Maximum	£600,000
Checkpoint 3	£500,000
Checkpoint 2	£300,000
Checkpoint 1	£150,000

* There may be exceptions to the caps which can be discussed further with the Sport NI Project Lead, however a robust justification and additional information will be required to manage investment beyond the cap prior to annual submission and is likely to be for short term deliverables.

Assessment of Documentation and Data & Insight

Sport NI will consider a number of areas in determining the confirmed level of investment for 2024/25 and beyond. Sporting organisations will be required to complete a submission document outlining their investment request and providing details of the tactics they will engage to deliver outputs and outcomes. Further details on how to complete the submission document are provided in section 10.

The submission document will be reviewed as per the information provided in the table below and rated Satisfactory or Unsatisfactory based on the information contained within.

Sport NI will also consider further data and insight either obtained or requested through current SSIGB investment. This will include confirmation of data projections and achievement of current agreed project measures (both in-year and year-end). The potential to meet project measures may impact on confirmed funding levels.



Where are you now and where are you going – The Current Picture and the Vision for 2028	
<p>Submission sections considered:</p> <p>Making a difference: What difference can be made across the four years?</p> <ul style="list-style-type: none"> – Retention and Growth – Medals and More 	<p>Unsatisfactory - The information provided by the applicant in relation to the current picture and vision for 2028 is unsatisfactory and of concern.</p>
<p>Consideration to include:</p> <p>The extent to which the applicant has demonstrated:</p> <ul style="list-style-type: none"> • Knowledge of their current picture within each priority area, through the inclusion of reliable and accurate data and insight. • A clear Vision for each priority area by 2028, including appropriate Performance Measures (Outputs and Outcomes) that will enable progress to be clearly identified and demonstrate whether anyone is better off through the investment. • A commitment to addressing EDI as a focus within relevant investment priorities and associated enablers. • How enhanced Data and Insight, Workforce Development, Culture and Integrity and/or Performance Pathway Access have been considered as key enablers within each priority area and, where appropriate, relevant detail has been included. 	<p>Satisfactory - The information provided by the applicant in relation to the current picture and vision for 2028 is satisfactory.</p>
How will you get there – Key tactics/interventions	
<p>Submissions sections considered:</p> <p>Making a difference: How will the difference be made across the four years?</p> <ul style="list-style-type: none"> – Retention and Growth – Medals and More 	<p>Unsatisfactory - The information provided by the applicant in relation to key tactics/interventions is unsatisfactory and of concern.</p>



<p>Considerations to include:</p> <p>The extent to which the applicant has demonstrated:</p> <ul style="list-style-type: none"> • Tactics which are clear, logical, aligned to the data/insight identified and which will move the sport from their current position towards the 2028 vision identified. • How the investment will be used over the (next 12 months) to plan, progress, achieve and strengthen for the future, including the identification of the human and financial resources required. • Performance Measures (Outputs and Outcomes) that will enable progress to be clearly identified and demonstrate whether anyone is better off through the investment. • A commitment to addressing EDI as a focus within relevant investment priorities and associated enablers. • How enhanced Data and Insight, Workforce Development, Culture and Integrity and/or Performance Pathway Access have been considered as key enablers within each priority area and, where appropriate, relevant detail has been included. 	<p>Satisfactory - The information provided by the applicant in relation to key tactics/interventions is satisfactory.</p>
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10. COMPLETING 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 2024-28 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” given as an 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.

Contact Information, investment request and sports details (Pages 1 & 2)

This section requires you to complete your contact information, investment request, cost per club member, participation figures (outside of clubs) and the timeframe of your current strategy.

Contact information:

- In this section, please input the name, email and phone number of the lead contact for the submission.

Investment request:

- Please input the amount of investment you request in 2024-25 being mindful of the indicative allocation given to your sport.
- There are two investment areas (Retention and Growth & Medals and More). Requested amounts should be detailed against both investment areas, where relevant. These should amount to a combined total request for investment.



- Please identify how much of the investment amount will positively impact in relation to Equality, Diversity and Inclusion (EDI).
- Please include the projected annual turnover of the Governing Body. This will not directly impact the award level requested.



Contact Information:

Organisation Name:		Lead Contact Telephone Number:	
Organisation Lead Contact:		Lead Contact Email address:	
Second contact:		Second contact Email address:	

Investment Request:

Investment Area	Investment request over SSIGB period 2024-25
Retention and Growth	£
• of which, how much will positively impact in relation to EDI?	£
Medals and More	£
• of which, how much will positively impact in relation to EDI?	£
ANNUAL REQUESTED SPORT NI INVESTMENT TOTALS	£
*Governing Body projected Annual Turnover (including SNI request amount)	£

*This figure is being requested for Sport NI's future understanding and will not directly impact the award level requested.

Please keep Annual requested investment to nearest £100 i.e. £9,800 not £9,789.

Cost Per Club Member:

- Please input an estimated cost to participate in your sport for both junior and senior participants, and list the types of cost associated with participating e.g., kit, membership fees, equipment

Current Participation Figures (outside of club sport)

- Please input data related to your sport's participation figures outside of a club environment. Please list the environment where the sport takes place, the number of people participating in that environment and the data sources used to collect those figures.

Current Strategy

- Please provide details of the timeframe for your governing bodies current strategy. For example, your current strategy may run from 2021-25.

What is the average cost to a club member to participate in your sport? (This does not include performance pathway athletes)

	Junior	Senior
Cost per Club member		
What type of costs does this estimate include? E.g. membership fees, kit and equipment etc..		

How many people participate in your sport within Northern Ireland?

Many Sports told us how the club membership figures do not accurately reflect the number of people participating in or benefiting from your sport programmes within Northern Ireland. Please use this as your opportunity to update this information without including your club member data.

Programme/ project area (i.e. schools programmes, club outreach programme etc..)	Number of Participants in your sport within NI (not including club membership)	What data sources or information have you used to arrive at this number? i.e. is it an estimate or factual.

What is the timeframe of your current strategy? E.g. 2021-2025

Making a Difference: Retention and Growth (Page 3)

This section highlights the impact the proposed investment will have on your sport between 2023/24 and 2027/28. In this section you should provide information on the current situation of your sport in 2023/24 and the vision of how the sport will be better off in 2028 via the investment. Additionally, a box has been included with specific focus on Equality, Diversity, and Inclusion (EDI). Please complete all boxes within this section keeping to a 250 word limit in each section.

The Current Picture:

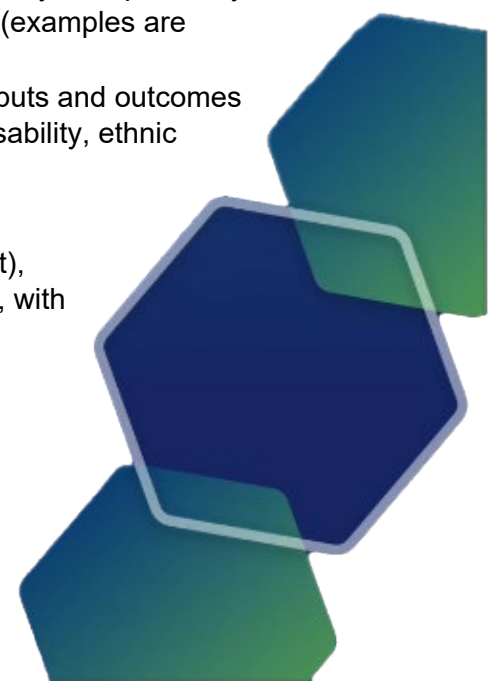
- In the box entitled Priority Area 1, please outline the current position of the sport with information such as, but not limited to, the current number of affiliated members, membership demographics, participation opportunities, current challenges, and any other relevant content (examples are provided).
- In the box entitled EDI Focus, please provide an overview of the data which the governing body holds in relation to their membership demographics – gender, people with a disability, ethnic minorities, or areas of social deprivation (examples are provided).

The Vision for 2028:

- In the box entitled Priority Area 1, please outline the intended progress you aspire to by 2028, demonstrating the outputs and outcomes you wish to achieve (examples are provided).
- In the box entitled EDI Focus, please provide an overview of the outputs and outcomes you aspire to achieve by 2028 in relation to gender, people with a disability, ethnic minorities, and areas of social deprivation (examples are provided).

Enablers:

- In the enablers sections (Data and Insight & Workforce Development), complete both the Current Picture (2023/24) and the Vision for 2028, with completed EDI sections for each (examples provided).



Making a Difference: What difference can be made by 2028?

The Current Picture (2023/24)		The Vision for 2028	
What do we know currently? (from existing data and insight)		What will the picture be in 2028, how will we identify progress & how will we tell if anyone is better off? (Outputs & Outcomes)	
Priority Area 1 (max 250 words)	EDI Focus (max 250 words)	Priority Area 1 (max 250 words)	EDI Focus (max 250 words)
Retention and Growth • Quantity of participants, members & opportunities to participate. • Quality of participant experiences.	<i>E.g.</i> The sport currently has 5,532 affiliated club member, and a broader participation base (including club members) of 8,250, with non-club participation drawn from 'pay to play' events. 67% of participation by under 18 (74% if club membership). The sport has a range of participation outlets including 91 clubs, 40 weekly social participation outlets, and a range of occasional events. 70% of the club and participation base within the sport is centred to the East of NI. The sport has no current measure, reflection or evaluation of participant experience quality. The most significant challenges facing the participant growth within the sport are club capacity, broadening the base in under-represented sub-regions, and transitioning occasional participants to regular participants.	<i>E.g.</i> Club membership within the sport is 68% male, 28% female, and 4% other/prefer not to say. Considering the full participation base these figures alter to 58% male, 36% female & 6% other/prefer not to say. The sport does not have data in relation to disability, ethnicity or deprivation for membership/participation.	<i>E.g.</i> By 2028 the priorities for our sport to progress in relation to growth and retention are: Outputs <ul style="list-style-type: none"> Grow club membership to 6,500. Grow overall participation to 9,000. Increase the number of affiliated clubs to 95, with a minimum of 3 additional clubs being established in the West of NI. Development of a baseline measure of participant experience. Outcomes <ul style="list-style-type: none"> An enhanced participant experience within the sport. A more active population through participation in the sport. A healthier population through participation in the sport, with an enhanced sense of wellness and wellbeing.
Enablers (for Retention & Growth) (max 250 words)	EDI Focus (max 250 words)	Enablers (for Retention & Growth) (max 250 words)	EDI Focus (max 250 words)
Data & Insight <i>(Enhancements to Data & Insight)</i>	<i>E.g.</i> The sport has a relatively new membership & participation tracking system, which has enhanced the available insight.	<i>E.g.</i> By 2028 the data & insight development priorities for our sport are:	<i>E.g.</i> By 2028 the EDI related data & insight development priorities for our sport are:



			Outputs <ul style="list-style-type: none"> The development of baseline measures for club membership, wider participation, and workforce data relating to disability and ethnicity. Outcomes <ul style="list-style-type: none"> A greater sense of belonging and inclusion among female club members, people with a disability and people from ethnic minorities. 	Outputs <ul style="list-style-type: none"> The development of baseline measures for club membership, wider participation, and workforce data relating to disability and ethnicity. Outcomes <ul style="list-style-type: none"> A greater sense of belonging and inclusion among female club members, people with a disability and people from ethnic minorities.
Workforce Development	<p>E.g. The are currently 287 active coaches tracked by the sports coach registration system, however there are transition challenges from the much greater number completing coaching qualifications, but who don't become active coaches. Clubs and programmes find it challenging to get coach availability at the required times to meet participant demand.</p> <p>There is a small pool for 31 technical officials who facilitate competition, this is a small and fragile pool, which is a significant risk for the sport.</p> <p>Each club has administrators which operate the club committees, clubs within the sport have been relatively effective at recruiting effective committees.</p>	<p>E.g. The sport's coach registration system demonstrates that the overall active coaching workforce is 30% female. However, it is evidence that this percentage reduces to 21% when broken down into Level 2 or above qualified.</p> <p>This indicates that as a sport, we have a challenge to address about the environment to encourage more females to progress through the coach education pathway, and into coaching generally.</p>	<p>E.g. By 2028 the workforce development priorities for our sport are:</p> Outputs <ul style="list-style-type: none"> Increase positive transition from qualification to active member of the coaching workforce from 40% to 60%. Increase the active coaching workforce by 10% Increase the active technical official workforce by 20%. Outcomes <ul style="list-style-type: none"> A more robust coaching and officiating workforce with capacity to meet participant demand. A greater sense of support among active coaches and officials. Enhanced workforce stability, transition and retention. 	<p>E.g. By 2028 the EDI related workforce development priorities for our sport are:</p> Outputs <ul style="list-style-type: none"> To increase female representation within the overall coaching workforce to 35%. To increase the representation of females within the Level 2 and above coaching population to 26%. To recruit & develop 3 additional female coach educators (baseline 1). Outcomes <ul style="list-style-type: none"> A more inclusive and representative coaching workforce.
				<ul style="list-style-type: none"> A greater sense of belonging and inclusion for female current and aspiring female coaches.
Culture and Integrity				

Making a Difference: Medals and More (Page 4)

This section highlights the impact the investment can have on your sport between 2023/24 and 2027/28 in relation to Priority Area 2: Medals and More. In this section you should provide information on the current situation of your sport in relation to athlete performances, achievements, and the quality of athlete experiences. Relevant detail should be provided on the current position of the sport in 2023/24 and the vision of how the sport will be better off in 2028 via the investment. Additionally, a box has been included with specific focus on Equality, Diversity, and Inclusion (EDI).

The Current Picture:

- In the box entitled Priority Area 2, please outline the current position of the sport with information such as athlete performances, achievements, and the quality of athlete experiences.
- In the box entitled EDI Focus, please provide an overview of the data which the governing body holds in relation to their membership demographics – gender, people with a disability, ethnic minorities, or areas of social deprivation (examples are provided).

The Vision for 2028:

- In the box entitled Priority Area 2, please outline the intended progress you aspire to by 2028, demonstrating outputs and outcomes you wish to achieve over that timeframe (examples are provided).
- In the box entitled EDI Focus, please provide an overview of the outputs and outcomes you aspire to achieve by 2028 in relation to gender, people with a disability, ethnic minorities, and areas of social deprivation (examples are provided).

Enablers:

- In the enablers sections (**Pathway Access**, Data and Insight, Workforce Development and Culture & Integrity), highlight the Current Picture and the Vision for 2028 and complete the EDI sections for each (examples provided).

The Current Picture (2023/24)		The Vision for 2028	
What do we know currently? (from existing data and insight)		What will the picture be in 2028, how will we identify progress & how will we tell if anyone is better off? (Outputs & Outcomes)	
Priority Area 2 (max 250 words)	EDI Focus (max 250 words)	Priority Area 2 (max 250 words)	EDI Focus (max 250 words)
Medals and More <ul style="list-style-type: none"> Quantitative athlete/team achievements. Quality of athlete experiences. 			
Enablers: (max 250 words)	EDI Focus (max 250 words)	Enablers: (max 250 words)	EDI Focus (max 250 words)
Pathway Access			
Data & Insight (Enhancements to Data & Insight)			
Workforce Development E.g. There are currently a small number of highly skilled, experienced and knowledgeable coaches and practitioners operating within the sport's high-performance and pathway programmes. However, in relation to coaching, within our high-performance programme we are reliant on two main coaches who are spread thinly and do not currently have anyone within our system who could step in as an addition or replacement should one of these two coaches step away from the programme. Our pathway workforce is more robust in relation to coaching numbers, but is relatively inexperienced – though most	E.g. At present, both of the coaches and both of the practitioners within the sports high-performance programme are male. Of the 12 coaches operating within the sport's pathway programmes, 1 is female and 11 are male.	E.g. By 2028 the performance workforce development priorities for our sport are: Outputs <ul style="list-style-type: none"> Support the development of 6 coaches to prepare and equip them for to coach within high-performance programmes, including in-situ Coach Developer support. To complete a succession planning exercise for mission critical coaching and practitioner roles across the sports performance programme. To support a minimum of 4 coaches and practitioners within high-performance 	E.g. By 2028 the EDI related performance workforce development priorities for our sport are: Outputs <ul style="list-style-type: none"> To recruit and support a minimum of 3 additional performance pathway female coaches. To complete a workforce diversity and inclusion

	coaches involved are keen to learn and develop. In relation to performance service practitioners, as part of our core team we have a strength and conditioning coach and physiotherapist. Both are skilled and knowledgeable, with our current provision of support for their on-going development needs is relatively limited. On the coach and practitioners wellbeing front within the high-performance programme, those in post are thinly spread and travel a lot with significant amounts of time away from home. We haven't previous put much in place to support this, but it has emerged as something we do need to address now.		programmes within individualised performance and wellbeing strategies. Outcomes <ul style="list-style-type: none"> An increased sense of support among performance coaches and practitioners. An enhanced knowledge and skillset for performance coaches and practitioners. A performance workforce within enhanced physical and mental wellbeing. 	review of performance environments. Outcomes <ul style="list-style-type: none"> A more diverse and inclusive performance workforce. An enhanced sense of support and belonging among members and potential members of the performance workforce for under-represented groups.
Culture and integrity				

Retention & Growth Tactics for 2024-25 (Page 5)

This section depicts the tactics you will utilise to achieve success in 2024-25. Tactics are described as the projects, programmes, interventions, and services which will be utilized to realize your outputs and outcomes as well as the resources and enablers required to be successful. This section also requires timescales (e.g Quarter 1: April- June; Quarter 2: July – September, etc.) as well as outputs (e.g., how many people are impacted) and outcomes (e.g., who is better off as a result).

Total Number of Posts Requested

In the top right corner of this section, please highlight the number of posts requested and if the post(s) positively contribute to EDI.

Prioritized ranking

Rank each tactic based on its importance (ie. Ranking 1 = most important). Rankings should be shared across Retention & Growth and Medals & More

sections (example below).

Tactics

Outline the details of each tactic in this section. Provide context on the project, programmes, interventions, and services you will deploy.

Resources Required

List the financial resources required to ensure this tactic can be completed.

Key Enablers including EDI.

Highlight the enablers connected to this tactic. For example if the tactic was: deploy a Development Officer to support the learning and development of coaches, then the enabler would be Workforce Development; or if the tactic involved creating opportunities for more Females in the sport the enabler would be EDI. You can list more than one enabler in this section (example provided).

Timescale

In this section, please outline the completion date for each tactic (e.g Quarter 1: April- June; Quarter 2: July – September, etc.)

Making a Difference: How will the difference be made?

What tactics (projects, programmes, interventions, and services) will be created and delivered in order to achieve the difference articulated in the previous section, when will these be deployed, and what resource will be allocated to them.

Retention & Growth: Tactics for 2024-25

Retention & Growth						Total Number of Posts Requested:	2
						of which, how many will positively impact in relation to EDI?	2
	Prioritised Ranking (Complete without blanks or duplicate numbers i.e. no projects should be of 'equal' ranking)	Tactics (Projects, programmes, interventions, & services)	Resources Required	Key Enablers, including EDI	Timescale (E.g. Q2)	Performance Measures	
			Financial			Related Output/s (How many? How well?)	Related Outcome/s (Who is better off? & how?)
Retention & Growth: 2024-25 Approach	2	Club establishment support: Development Officer personal support and the development of a series of resources to assist a volunteers wishing to establish a new club, including template documentation and equipment essentials. This tactic will primarily be targeted in the West of NI.	£50,000	<ul style="list-style-type: none"> Workforce Development EDI 	Q1-4	<ul style="list-style-type: none"> Grow club membership by 80. Increase number of clubs in West of NI by 2. 	<ul style="list-style-type: none"> Increased activity levels through participation in the sport in the West of NI.
	7	Further development of the sport's data management and registration system to include data relating to disability and ethnicity for club members, participants and members of the sports workforce.	£1,000	<ul style="list-style-type: none"> Data & Insight EDI 	Q3	<ul style="list-style-type: none"> Increase of 2 key data fields within registration. 	<ul style="list-style-type: none"> A better-informed sport. An increased capability to

							address diversity & inclusion issues.
	3	Development of a 'Club Coach Supporter' programme: This programme will involve a learning programme for club-based volunteers who would support newly qualified coaches from their club upon completion of their course to aid transition from training to active deployment.	£42,000	<ul style="list-style-type: none"> Workforce Development EDI. 	Q2-4	<ul style="list-style-type: none"> Development of 10 Club Coach Supporters. A 5% increase in transition from training to deployment. 	<ul style="list-style-type: none"> Enhanced workforce stability, transition & retention.
	6	E.g. Sport project in relation to Culture and Integrity	£xxx	<ul style="list-style-type: none"> EDI 	Q3-4		
			£				
			£				
			£				
			£				

Medals & More Tactics for 2024-25 (Page 6)

This section depicts the tactics you will utilise to achieve success in 2024-25. Tactics are described as the projects, programmes, interventions, and services which will be utilized to realize your outputs and outcomes as well as the resources and enablers required to be successful. This section also requires timescales (e.g., Quarter 1: April- June; Quarter 2: July – September, etc.) as well as outputs (e.g., how many people are impacted) and outcomes (e.g., who is better off as a result).

Total Number of Posts Requested

In the top right corner of this section, please highlight the number of posts requested and if the post(s) positively contribute to EDI.

Prioritized ranking

Rank each tactic based on its importance (i.e., Ranking 1 = most important). Rankings should be shared across Retention & Growth (section above) and Medals & More sections.

Tactics

Outline the details of each tactic in this section. Provide context on the project, programmes, interventions, and services you will deploy.

Resources Required

List the financial resources required to ensure this tactic can be completed.

Key Enablers including EDI.

Highlight the enablers connected to this tactic. For example, if the tactic was to deploy a Development Officer to support the learning and development of coaches, then the enabler would be Workforce Development, or if the tactic involved creating opportunities for more Females onto the Performance Pathway then the enabler would be EDI. You can list more than one enabler in this section (example provided).

Timescale

In this section, please outline the completion date for each tactic (e.g Quarter 1: April- June; Quarter 2: July – September, etc.)

Performance						Total Number of Posts Requested:	4
						of which, how many will positively impact in relation to EDI?	2
	Prioritised Ranking (Complete without blanks or duplicate numbers i.e. no projects should be of 'equal' ranking')	Tactics (Projects, programmes, interventions, & services)	Resources Required	Key Enablers, including EDI	Timescale (E.g. Q2)	Performance Measures	
			Financial			Related Output/s (How many? How well?)	Related Outcome/s (Who is better off? & how?)
Medals and More: 2024-25 Approach	1	E.g. Medals and More example	£				
	5	E.g. Pathway Access example	£				
	9	E.g. Performance Data and Insight example	£				
	4	Performance workforce wellbeing project: Review of the wellbeing challenges for performance coaches and practitioners, development of a performance system wellbeing strategy for the sport, and development of personalised performance and wellbeing strategy with each coach and practitioner within the high-performance programme.	£3,000	• Workforce Development	Q4	<ul style="list-style-type: none"> 1 performance 'system' wellbeing strategy. 4 personalised coach & practitioner performance & wellbeing strategies. 	<ul style="list-style-type: none"> An increased sense of support among performance coaches & practitioners. A performance workforce with enhanced physical & mental wellbeing.
	8	E.g. Culture and Integrity example	£				
			£				
			£				
			£				

Data Projections (excel document)

We have provided you with the most recent data that we hold on your organisation, this may have been updated through the year in conjunction with your project lead. We recognise that sports do not currently hold all data fields and that work is ongoing to reflect this information to provide the picture of your sport and its impact in Northern Ireland. Please update this data as accurately as possible and supply information relating to the source and plans to improve accuracy.

Retention & Growth Participation Data

This section captures the data, trends, and projections in relation to retention and growth. These figures will outline the number of participants currently engaged in your sport across club and school sport environments in addition to future projections.

Baseline Data – Club Members

In this section, please record the total number of participants and break that total down against each demographic (e.g. female, male, u18).

Annual Projections

For each year of the project, record the target you wish to achieve in terms of active participants in your sport. Complete the target for each of the 4 years listed.

Baseline Data – Clubs

In this section, please record the total number of clubs affiliated to your sport and provide a geographical breakdown across each county in Northern Ireland/ Ulster where relevant.

Annual Projections

For each year of the project, record the target you wish to achieve in terms of

club which are affiliated your governing body. Complete the target for each of the 4 years listed.

Baseline Data – Schools

In this section, please record the total number of schools taking part in your sport and the number of participants engaged in your sport within a school environment.

Annual Projections

For each year of the project, record the target you wish to achieve in terms of schools and school sport participants. Complete the target for each of the 4 years listed.

Data Capture, Trends & Projections
Retention & Growth: Participation Data

Description	Apr-24	2024 - 2025		2025 - 2026		2026 - 2027		2027 - 2028	
	Baseline	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Club Members									
Female									
Male									
Prefer not to say									
U18									
with a disability									

Description	Apr-24	2024 - 2025		2025 - 2026		2026 - 2027		2027 - 2028	
	Baseline	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Number of Clubs									
Co. Antrim									
Co. Armagh									
Co. Down									
Co. Fermanagh									
Co. Londonderry									
Co. Tyrone									

Description	Apr-24	2024 - 2025		2025 - 2026		2026 - 2027		2027 - 2028	
	Baseline	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Approx. Number of Schools									
Approx. Number of School Participants									

Workforce Development Data

In this section, please input your current baseline data and future targets for your sporting workforce (coaches, administrators, and officials). Administrators are deemed to be people who support the administration of the sport (e.g., safeguarding officers, chairperson), officials are deemed to be technical officials (e.g., referees, umpires, safety marshals) and coaches can be practicing at all sporting domains from grassroots right up to high performance sport.

Baseline Data

In this section, please record the total number of coaches, administrators and officials and provide a breakdown of the demographics (e.g., female, male, u18, disability) for each of the three roles.

Annual Projections

For each year of the project, record the targets for workforce development within your sport. Complete the target for each of the 4 years listed. For each year provide a breakdown of the demographics (e.g., female, male, u18, disability) for each role.

Workforce Development: Workforce Data

Description	Apr-24	2024 - 2025		2025 - 2026		2026 - 2027		2027 - 2028	
	Baseline	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Coaches (total)									
Female									
Male									
Prefer not to say with a disability									
Administrators (total)									
Female									
Male									
Prefer not to say with a disability									
Officials (total)									
Female									
Male									
Prefer not to say with a disability									

Medals & More Performance Data

In this section, please record the number of medals and top finish places expected between now and 2028. Data should be included specifically for Olympic Games (2024-25), World Championships, European Championships, Commonwealth Games (2025-26), Paralympics/ Para Commonwealth, Paralympics Games (2024-25), Para European Championships and Para Commonwealth Games. Please only record senior medals and performances for the World and European Championships.

- Please provide baseline data on the current medals and top 8,16 and 32 finishes (2023-24)
- Please provide a breakdown of your targets for each available year listed. Targets should reflect medals, top 8, top 16 and top 32 finishes.
- For the Olympic and Paralympic Games please list the number of NI athletes expected to attend.
- At the bottom of this section, please provide annual information and projections on the number of athletes delivering medals, receiving UK Sport APA and receiving Sport Ireland Carding
- The final two boxes of this section calculate automatically from the above targeted performances (Combined Mainstream and combined Para Targets)

Medals & More: Performance Data

Description		*Baseline (2023/24)	2024 - 2025		2025 - 2026		2026 - 2027		2027 - 2028	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual*
Olympic Games	Medal									
	Top 8									
	Top 16									
	Top 32									
	Total number NI athletes attending									
World Championship event (senior)	Medal									
	Top 8									
	Top 16									
	Top 32									
European Championship (senior)	Medal									
	Top 8									
	Top 16									
	Top 32									
Commonwealth Games	Medal									
	Top 8									
	Top 16									
	Top 32									
Paralympic / Para Commonwealth										
Paralympic Games	Medal									

6.2

	Top 8									
	Top 16									
	Top 32									
	Total number NI athletes attending									
Para World Championship event	Medal									
	Top 8									
	Top 16									
	Top 32									
Para European Championship (senior)	Medal									
	Top 8									
	Top 16									
	Top 32									
Para Commonwealth Games	Medal									
	Top 8									
	Top 16									
	Top 32									
Number of athletes delivering medals										
No. of athletes on UK Sport APA										
No. of athletes SI Carding										
*Based on the most recent Games/Event										



Mainstream		Baseline	2023 - 2024		2024 - 2025		2025 - 2026		2026 - 2027		2027 - 2028	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
	Combined Medal	0	0	0	0	0	0	0	0	0	0	0
	Combined Top 8	0	0	0	0	0	0	0	0	0	0	0
	Combined Top 16	0	0	0	0	0	0	0	0	0	0	0
	Combined Top 32	0	0	0	0	0	0	0	0	0	0	0

Paralympic		Baseline	2023 - 2024		2024 - 2025		2025 - 2026		2026 - 2027		2027 - 2028	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
	Combined Medal	0	0	0	0	0	0	0	0	0	0	0
	Combined Top 8	0	0	0	0	0	0	0	0	0	0	0
	Combined Top 16	0	0	0	0	0	0	0	0	0	0	0
	Combined Top 32	0	0	0	0	0	0	0	0	0	0	0

Performance Pathway Access Data

This section highlights information related to your sports performance pathway. Please provide the current baseline figures and projections for each year across each of the fields provided.

- In relation to senior national programmes, please provide projected data on the number of NI athletes transitioning onto Senior National programmes and the total number of NI athletes on Senior National programmes for each year.
- In relation to developmental athletes, please provide projected data on the number of NI athletes on Developmental National Programmes and the number of NI athletes at age grade level being selected for European and World Championships

Performance Pathway Access: Data

Description	2024 - 2025			2025 - 2026		2026 - 2027		2027 - 2028	
	Baseline	Target	Actual	Target	Actual	Target	Actual	Target	Actual
No. of NI athletes transitioning onto Senior National programmes (i.e. new athletes transitioning in year)									
Total No. of NI athletes on Senior National Programmes									
No. of NI athletes on Developmental National programmes (Open or age grade athletes)									
No. of NI athletes at Age grade level being selected for European Championships									
No. of NI athletes at Age grade level being selected for World Championships									

11. ELIGIBLE COSTS

The Sports Systems Investment – Governing Bodies Programme aims to offer a flexible investment approach to support 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.

However, there are a few items which cannot be funded through this investment:

- a. Costs incurred outside of the award period.
- b. Bank fees
- c. Vitamin supplements and over-the-counter medicines.
- d. Entertainment costs, food and beverages.
- e. Secondary, further or higher education e.g. A Levels, Degrees etc.
- f. VAT that can be recovered from HM Revenue and Customs.
- g. Activities promoting religious or political beliefs.
- h. Donations/fundraising events or activities.
- i. Insurance, affiliation, entry fees or membership fees.
- j. Livestock.
- k. Infrastructure costs

This list is not exhaustive and should you have any queries regarding eligible costs, please contact your Sport NI Project Lead for further guidance.

12. MONITORING AND EVALUATION

In refining the Priority Investment Areas within Phase 2 of the programme, our approach to monitoring and evaluation is based around the linkage to Sport NI's two corporate outcomes:

- ***Outcome 1: People adopting and sustaining participation in sport and physical activity – through Retention and Growth.***
- ***Outcome 2: Our athletes among the best in the world – through Medals and More.***

The enablers referred to earlier in this document are key to the delivery of an integrated Sports System. Equality, Diversity and Inclusion (EDI) has been identified and prioritised as an enabler for the performance measures so as to develop sporting opportunities for all.

Within the Planning Document, sports are asked to expand on how the 2 investment areas (Retention & Growth and Medals & More) will be achieved through the following 5 enablers:

- Equality, Diversity and Inclusion
- Workforce Development
- Performance Pathway Development (Outcome 2 only)
- Culture and Integrity
- Data and Insight

The subsequent monitoring of the award will take place during the award period through the following actions:



- Review meetings where an update on the **project plan** will be provided by the sport.
- Reviewing the **data projections** provided by the sport on membership; club; workforce; performance data.
- Monitoring of the agreed **Performance Measures** will reference the **Outcome Based Accountability (OBA) Framework** in order to evaluate how sports are utilising the investment to support wider, long-term change in the sport system as demonstrated in the table below:
 - a. How much did we do? – *Quantity*
 - b. How well did we do it? – *Quality*
 - c. Is anyone better off as a result? - *Quantity and quality of effect or outcome for the user of the service e.g. case studies*

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

13. 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 \(sportni.net\)](#)

14. 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->

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 them.

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 2018. All government departments share information on projects to enable them to prevent fraudulent applications, to co-ordinate the processing of complementary applications and to co-ordinate the development of sport policy and strategy. 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.

