

“Better Boards, Stronger Sport”

“The Challenge for Europe in the
Governance in Sport” Seminar

Brussels, 8 April 2013

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Presentation outline



- The Project Group
- Project Background
- Approach to good governance in Sport
- The Better Boards, Stronger Sport Project



The Project Group



The Project Group



Sport and Recreation Alliance:

Established in 1935 as the Central Council of Physical Recreation. Exists to Promote, Protect and provide for its members. Got close to 320 like The FA, Amateur Swimming Association, British Gymnastics, The Ramblers and Korfbal England.

Main objective: *“To ensure that sport and recreation continues to be a central component of everyday life up and down the country”*

Group members: Joy Tottman, Helen Tan and Mikkel Larsen



The Project Group

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Estonian Olympic Committee

Peeter Lusmägi

European Athletes as Students

Colin Allen

Finnish Sport for All

Petri Heikkinen

European Women in Sport

Amanda Bennett

Just Sport Ireland

Sarah O'Conner

Conn McCluskey

Irish Sports Council

Emma Jane Clarke

Polish Ministry of Sport and Tourism

Malgorzata Szukalska-Wrona

Tomasz Polgrabski

Birkbeck, University of London

Dr Geoff Walters

Richard Tacon

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European Women and Sport



ESTONIAN OLYMPIC COMMITTEE



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Project background



Historical development



UK corporate Governance Code:

Term “Good Governance” came into fore in early 1980s – heyday of corporate takeovers (US) and series of corporate failures (UK). As result, during 1990s series of committees were set up by UK regulators: Cadbury (1992), Greenbury (1995), Hampel (1997), Turnbull (1999), Higgs (2003) and Smith (2003).

Outcome: UK Corporate Governance Code based on Leadership, Effectiveness, Accountability, Remuneration and Relation with Shareholders.

Based on “**Comply or Explain**”



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Investing in Change by Deloitte (2003):

“One clear view among the Sports Councils on what comprised best practise on governance matters for NGBs should be offered to the sector as a vision for NGBs to aspire to”.

Dutton Inquiry by Timothy Dutton QC (2009):

“Good governance is not something which can be plucked off a shelf and placed into the lap of a governing body. Good governance requires willingness and active engagement of those involved in the governance of a particular sport” .

Good Governance in Sport: a Survey of UK NGBs by Birkbeck College

Identified key governance issues and made recommendation on principles for the sector to put into practise.



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Voluntary Code of Good Governance for the Sport and Recreation Sector:

Designed to be flexible and simple – 7 Principles:

1. Integrity: Acting as a guardian of the sport, recreation, activity or area.
2. Defining and Evaluating the Role of the Board.
3. Delivery of Vision, Mission and Purpose.
4. Objectivity: Balanced, Inclusive and Skilled Board.
5. Standard, Systems and Controls
6. Accountability and transparency.
7. Understanding and Engaging with the Sporting Landscape.

Will help sport remain self regulated, ensure sustainable development and provide reassurance to stakeholders.

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Project approach to good governance in sport



The Role of the Board



Importance of the role of the Board:

The Better Boards, Stronger Sport Project will focus exclusively on the role of the Board.

The role of the board is key to governance and can be viewed as the core from which all other elements of good governance flow. A competent Board often ensures that the organisation's governance is effective and the sport is successful.



Sport governance is special!



Governance beyond the organisation:

Sport Governance includes not only regulatory procedures and processes but also ethical procedures and processes which aim to ensure the effective and fair administration and development of the sport beyond the organisation itself.

Good governance in sport goes beyond the oversight of an organisation (structure), and extent to the context and environment that the organisation operates within.

The Voice of the participant:

Athletes and participants are not only key stakeholders but are also the “product” both in professional, grassroots and elite sport.



Sport governance is special!



Based on volunteers:

It is important to appreciate the functions fulfilled by volunteers and not try to over-complicate and put unnecessary pressure on people who already go above and beyond what you can expect.

The distinction between strategic functions and operational delivery need to be maintained even if both is delivered by volunteers.

Inclusivity:

The Sport sector cut across boundaries in society and is inclusive and open to all. Organisation often represent their sport, activity or geographical area in their entirety and do not divide themselves on strands of diversity, it got one organisation to appeal and represent everyone.



“By sport, for Sport”



Improvement must be led “by sport for sport”:

Linking governance standards to funding will only ever promote a regulatory culture where organisations seek to do the bare minimum to achieve their funding. The danger of this is that organisations do not see the value of making changes and approach governance as a tick-box exercise where changes are superficial rather than behavioural.

To us governance is: *“the process in which decisions are made and implemented”*

We believe that everybody, who think they can legislate their way to good governance have misunderstood what good governance is!



What Better Boards, Stronger Sport will deliver



Project toolkit:



Section one: Features

Outlines the key features of good sports governance as identified by the sports movement:

1. Act in the best interest of the sport
2. Define the role of the board and evaluate their performance
3. Establish a balanced competency based board
4. Set the vision and mission and provide leadership on the strategy
5. Establish effective controls
6. Act with transparency and be accountable to stakeholders
7. Engage with sporting and non-sporting bodies
8. Work as a team
9. Focus on membership
10. Promote good governance through the sport



Project toolkit:



Section two: Case Studies

The second section will demonstrate case studies from sports organisations across Europe. Each case study will highlight how an organisation has managed to put one or more of the key features into practise. The section is designed to help organisation turn the theoretical features in section one, into practise.

Section three: Tools and Resources

The third section will provide tools and recourses that will help an organisation with implementing the key features of good governance. Section two have shown implementation have been achieve by various organisations – this section helps an organisation implement the features for themselves.



The process:

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Consultation, Consultation, Consultation!

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Thank you!

Please feel free to ask any questions
you might have.

