**Principles of Good Governance**

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| ***Principle*** | ***Minimum expectations*** | ***Process Indicators*** |
| 1. **Integrity: Acting as Guardians of the Sport, Recreation Activity or Area**   The Board must look to uphold the highest standards of integrity not only in what it does but in the wider environment of its sport, recreation, activity or area | Maintain high sporting ethical values standards  Customer and the participant voice is integral to strategic planning and decision making at all levels of the sport  The welfare of children and adults at risk is safeguarded  Board members commit and contribute effectively during their term of office  Risks associated with the sport are assessed and managed  Board are aware of legislation that can affect the organisation | Values defined and reviewed in line with the vision & strategy.  Code of conduct agreed and implemented  Annual self-review as part of board evaluation process  Evidence of consultation and engagement across the sport  Sport can evidence progress against the equality and safeguarding standards  Individual Board roles within the sport have been defined and regularly reviewed  Risk Management is an integral part of the Board agenda  Practices and standards are in place to meet legal obligations |
| 1. **Defining and Evaluating the Role of the Board:**   The Board needs to understand and evaluate the role it plays and the way it can contribute to the organisation | Directors are recruited against clear role descriptions and have clarity on their responsibilities  Board members understand their legal duties  Board is responsible for the recruitment and management of the CEO  All Board members follow a comprehensive induction process | Risk is reduced through highly effective recruitment  Governance structure is reflective of company needs and future change/direction  Clear skills matrix, role clarity and role matrix. Frequent challenge - strategic delivery and an eye on the vision  Develop comprehensive induction programme that is signed by each Board member on completion. Annual review.  A standardised induction process is produced and established |
| 1. **Delivery of Vision, Mission and Purpose**   The Board should set the high level strategy and vision of the organisation and ensure that it is followed without becoming involved in the operational delivery | Board ensures the consumer is at the core of the purpose of the organisation  Board identifies and ‘lives’ the values of the organisation  Board ensures a strategic plan in consultation with staff and stakeholders is in place  Board ensures sufficient resources are available to deliver the Plan  Board members understand their strategic role and deal with or delegate operational issues outside the Board room where appropriate/applicable??  An appropriate Governance structure is established to reflect the vision of the organisation | Strategy and policy with clearly defined roles established  Values have been agreed and reviewed and drive the organisation  Visions, mission and strategy unites staff and stakeholders and is used to drive everyday delivery  Evidence of planning reviewing and monitoring of progress and take action to address challenges  Evidence of clear decision and delegation powers  Annual organisational review as part of continuous improvement and delivery |
| 1. **Objectivity: Balanced, Inclusive and skilled Board**   The board should be made up of individuals with the right balance of skills and experience to meet the needs of the organisation. Included in this is a need for independent expertise and for representation of the diversity of the sport and the communities it serves | Recruit a balanced and diverse Board with a workable number of members for effective decision making (8 – 12)  Ensure a balance of elected and non-elected board members    Ensure Succession planning for executive and Board. Set terms of office that are limited in duration  Board members are recruited based on their competence, skills, ability  Recruitment processes are open and transparent  Challenge and discussion is encouraged at the board | Board makes effective decisions and not too many to manage. Takes a holistic view. Technical committees underneath board with clear accountability. Make up of board. Reflects diversity or evidence that this is met in other ways ie staff / committees  Recruitment of board members in an open and transparent way. People wanting to be part of the board. Role descriptors clear. Board self evaluate and identify training needs  Maximum and rolling terms (2 x 3 or 2 x 4). On a rota basis. Clear about future needs. And where people may come from.  Strong board that provides good leadership and makes tough decisions. Well respected. Board members complete their maximum terms. Member’s satisfaction high. Good board members move onto other sports and/or remain within Sport  Future needs of the sport are met. Satisfied members and a growing sport  Good discussion and debate. Every board member adds value. Decisions are taken and board unites behind the decision. Decisions taken are not reopened. Board open to observation and feedback as individuals and as a board |
| 1. **Standards, Systems and Controls:**   The board needs to be conscious of the standards it should operate to. And its role in exercising appropriate and effective control over the organisation | Ensure legal obligations are understood and implemented appropriately across the organisation  Ensure appropriate expertise in areas of finance, legal and risk is available  Establish mechanisms within the governing body to review regulatory and legal requirements | A sound knowledge of the company Articles and an understanding of Company Law / Employment Law  There is an assessment process linked to Director knowledge and understanding of effective controls linked to Board evaluation. Finance, legal and risk all included as standing agenda items for Board meetings.  ?? Expert advice from?? |
| 1. **Accountability and Transparency:**   The board needs to be open and accountable to its membership and participants and its actions should stand up to scrutiny when reasonably questioned | Ensure there are appropriate mechanisms for consultation and communication with stakeholders  Maintain an honest and open flow of information internally and externally  All processes and decisions are as transparent as possible  Ensure conflict of interest policy is in place and used appropriately | Development of engagement strategy including monitoring arrangements  Communication needs to be appropriate for different audiences e.g. social media for participants, traditional methods for other members etc.;  Terms of Reference /Minutes / Po0licies (or an alternative record of Board/Committee meetings) should be placed on web-sites or made available in other ways;  Clear understanding of what would be classed as a conflict of interest to Board Members. |
| 1. **Understanding and Engaging with the Sporting Landscape:**   The board needs to be aware of the international and domestic sporting worlds and position its organisation appropriately | Work collaboratively with home countries to maximise resources  Understand and develop key relationships with the wider partners (funding, regulatory, and delivery partners)  Understand the country specific landscape and clarify existing and potential customers/members  Ensure links are made with appropriate international agencies and influencing plans are established  Set clear standards across the sport that are understood and adhered to (international rules, standards and principles)  The rules and regulations of the sport are fair and reflect the needs / requirements of participants. | Agreed international influencing plans agreed across countries / home nations  Clear structure for communication, who is who and what are their roles? Clear governance structure right across the sporting pathway  Clear partnership agreements for joint outcomes with relevant partners (industry, other delivery partners, other sectors, health, education). Common goals  Clear opportunities for engagement  Discussions and decisions are informed based on a clear understanding of the landscape, agreements, regulatory and legal obligations  Board skills matrix (knowledge) reflect relevant aspects of the sporting landscape  Clear opportunities for engagement with consumers |