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SPORT

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What is Better Boards, Stronger Sport?

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Better Boards, Stronger Sport is aimed at *"Promoting innovative approaches to strengthen the organisation of sport in Europe"* and funded by the European Commission as part of the EU funding for Preparatory Action 2011 in the Field of Sport. The toolkit is designed to:

- Identify the key features and requirements for an effective sports Board
- Promote the importance of strategic leadership and the role of the Board in sport organisations
- Empower sports organisations to take responsibility for governing effectively

How was Better Boards, Stronger Sport created?

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<u>CONSULTATION, CONSULATION, CONSULTATION!</u>
Each part of the toolkit was created through consultation:

1. Consensus was achieved on the key features of an effective sports Board through proactive consultation.

2. Partner organisations from 6 different European countries identified case-studies of sports Boards demonstrating the key features across Europe.

3. Tools and resources to help organisation implement the key features with input from partners.

CREATED BY SPORT, FOR SPORT

What does the toolkit consist of?

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The Better Boards, Stronger Sport toolkit is organised into three sections:

1

SECTION ONE: FEATURES
Outlines the features of good sports governance as identified by the sports movement

2

SECTION TWO: CASE STUDIES
Case studies that highlight~~s~~ how organisations have managed to put one or more features into practise.

3

SECTION THREE: TOOLS AND RESOURCES
Provides tools and resources that will help an organisation with implementing the key features of good governance.

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THE FEATURES OF GOOD GOVERNANCE ARE THE SAME FOR EVERY ORGANISATION – NO MATTER WHAT THE SIZE. HOWEVER THE SIZE OF THE ORGANISATION WILL INFLUENCE HOW THE FEATURES ARE APPLIED

How to use the features of good governance?

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IMPORTANT: The features are tools for improvement. Organisations should not be held to account on each feature but instead use them as a framework for improvement.

- Each feature should be considered individually in terms of its contribution to good governance.
- An organisation should take each feature and apply it to their context
- Features are not listed in order of importance.
- It is NOT a check list: features are not impositions or obligations that organisations must meet but a way for an organisation to improve itself.

THE 10 FEATURES OF GOOD GOVERNANCE:

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FEATURE 1:
ACT IN THE BEST INTEREST OF THE SPORT

THE BOARD SHOULD BEHAVE WITH HIGH ETHICAL STANDARDS OF HORNESTY AND FAIRNESS. THE BOARD SHOULD MANAGE CONFLICTS OF INTEREST TO PROTECT THE REPUTATION OF THE SPORT AND THE ORGANISATION

THE 10 FEATURES OF GOOD GOVERNANCE:

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FEATURE 2:
DEFINE THE ROLE OF THE BOARD AND EVALUATE THEIR PERFORMANCE

THE BOARD AS A WHOLE AND THE INDIVIDUAL BOARD MEMBERS SHOULD HAVE CLEARLY DEFINED ROLES. BOTH THE BOARD AND THE INDIVIDUAL BOARD MEMBER SHOULD EVALUATE THEIR PERFORMANCE AGAINST THE DEFINED ROLE.

THE 10 FEATURES OF GOOD GOVERNANCE:

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FEATURE 3:
ESTABLISH A BALANCED, COMPETENCY BASED BOARD

THE BOARD SHOULD BE RECRUITED FROM INDIVIDUALS WITH THE RIGHT BALANCE OF SKILLS AND BACKGROUNDS TO MEET THE NEEDS OF THE ORGANISATION.

THE 10 FEATURES OF GOOD GOVERNANCE:

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FEATURE 4:
SET THE VISION AND MISSION AND PROVIDE LEADERSHIP ON THE STRATEGY

THE BOARD SHOULD PREPARE AND CONSULT ON THE VISION, MISSION AND STRATEGY FOR THE ORGANISATION. THE BOARD SHOULD OVERSEE THE IMPLEMENTATION OF THE STRATEGY

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FEATURE 5: ESTABLISH EFFECTIVE CONTROLS

THE BOARD SHOULD ENSURE THE ORGANISATION HAS CONTROLS IN PLACE TO BE LEGALLY COMPLIANT. THE BOARD SHOULD BE AWARE OF BEST PRACTICE AND OVERSEE THE DEVELOPMENT OF CONTROLS THAT ARE EFFICIENT AND EFFECTIVE.

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FEATURE 6:
ACT WITH TRANSPARENCY AND BE ACCOUNTABLE TO STAKEHOLDERS

THE BOARD SHOULD BE OPEN AND ACCOUNTABLE TO ITS MEMBERSHIP AND STAKEHOLDERS. THE ACTIONS OF THE BOARD SHOULD STAND UP TO SCRUTINY WHEN QUESTIONED.

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FEATURE 7: ENGAGE WITH SPORTING AND NON-SPORTING BODIES

THE BOARD SHOULD UNDERSTAND AND PERFORM ITS ROLE WITHIN THE DOMESTIC AND INTERNATIONAL SPORTING WORLD. THE BOARD SHOULD SEEK OPPORTUNITIES WITH THE NON-SPORTING SECTOR TO DEVELOP INITIATIVES FOR THE BENEFITS OF THE SECTOR.

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FEATURE 8: WORK AS A TEAM

THE BOARD SHOULD BE EFFECTIVE AS A TEAM TO SUPPORT EACH OTHER.

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FEATURE 9: FOCUS ON MEMBERSHIP

THE BOARD SHOULD ACTIVELY ENGAGE WITH MEMBERS AND ENABLE THEIR VOICES TO BE HEARD.

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FEATURE 10: PROMOTE GOOD GOVERNANCE THROUGHOUT THE SPORT

THE BOARD SHOULD WORK WITH AFFILIATED AND REGIONAL SPORTING ORGANISATIONS, AND CLUBS TO ESTABLISH GOOD GOVERNANCE AT ALL LEVELS

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AN ORGANISATION THAT SAYS IT HAS GOOD GOVERNANCE AND DOSEN'T NEED TO IMPROVE IS AN ORGANISATION THAT HAS NOT UNDERSTOOD THE QUEST FOR GOOD GOVERNANCE

Better Boards, Stronger Sport case studies

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How to use the case studies:
There are four key points to note about the case studies:

- **Journey towards good governance:** Governance is an ongoing and dynamic process.
- **All of the features or some of the features?** The ten features are highly connected and many overlap.
- **Size:** Governance requirements vary between organisations, in part due to size. The implementation of the features must be proportionate to the size of the organisation.
- **International or domestic context:** National institutional arrangements and different political systems in place.

Better Boards, Stronger Sport case studies

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Case Studies:

- **Royal Yachting Association, UK**
- **Rounders England, UK**
- **Polish Tennis Association, Poland**
- **Cricket Ireland, Ireland**
- **British Sledge Hockey, UK**
- **Estonian Olympic Committee, Estonia**
- **Finnish Shooting Sport Federation, Finland**
- **Volleyball England, UK**
- **Triathlon Ireland, Ireland**
- **Finnish Football Association, Finland**

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KEY LEARNING POINTS FROM CASE STUDIES:

1. **FUNDING OPPORTUNITIES:** By implementing the features of good governance organisations have been able to increase opportunities to secure funding from public and private sectors.
2. **CHANGE CAN BE THREATENING:** Moving to a new structure or new ways of working can be viewed as a threat by individuals. It is important to see the change through other people's eyes so you can prepare for how to answer their questions.
3. **COMMUNICATION IS IMPORTANT:** It is important to communicate with all interested stakeholders throughout the process to achieve support for the change.

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Thanks

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