In the workshop ‘Future Sport Governance Scenarios’ the participants reflected on the changing context of sport governance and the implications for the sport governance systems that aim to generate trust, growth and performance.

After a short exploration of the global developments and events that have shaped sports governance today, the participants held group discussions on what completely new events, ideas and trends could shape sports governance over the next 15 years? The work was not aimed at predicting the future but to think about the realm of the possible, about how the coming years could look very different to the past and the present. In what world might we live in the future? A future in which we need to implement strategies for achieving high levels of trust in athletes and sport institutions, for achieving high levels of participation in sports and for achieving exceptional performance.

The participants agreed that a number of factors related to and with implications for sport governance might see significant change in the coming years:

- **Key performance indicators (KPIs) for public funding**: driven by decreasing levels of available funding – an outcome of economic stagnation and ageing populations – governments are expected to take on a highly ‘professionalized’ approach to their investment in sports, and require proof of the effectiveness and efficiency with which sport organizations make use of funding. Competition for budgets that support more traditional sport facilities might also increase, as governments start thinking more holistically about sport facilities. For example, they might decide to invest in better urban infrastructure – e.g. bicycle lanes and parks – and recreational infrastructure to promote more informal sport activities.

- **Expected benefits, the increasing economic imperative**: the KPIs for investment decisions made by the public sector shift from the traditional expectation that sport creates cultural and social benefits to (include) economic benefits (e.g., health outcomes).

- **Autonomy**: autonomy of sport governing bodies might become contested by governments, triggered (or not) by a wider demand from society – especially the younger generation – for transparency in decision making.

- **Funding models**: As public funding might decrease we could see innovation in business models (e.g., having to make a bet to gain access to visioning a sports event)
Defining ‘sports’: what we mean with ‘sports’ – the object to govern – might change with the emergence and mainstreaming of E-sports, amateur and grassroot sports, new sports – e.g., drone flying, elderly sports, virtual reality – do we still need to physically move to do sports?

Doping landscape: athletes will need a biological passport – e.g. allowing the tracing of ‘abnormal’ changes in physiology and gene manipulation, mechanical and mental doping, and genetic selection etc. The advent of new technologies might make the doping landscape more complex.

Nationality relevance: with increasing human mobility across borders, the notion of the ‘national’ team might be questioned or be in need of review.

Participants were then invited to reflect on what this meant in terms of the sport governance they needed to strive for, if the aim is to strengthen trust, participation and performance. What are the major challenges, bottlenecks, levers, pain points to tackle NOW, in order to achieve sport governance that generates trust, growth and performance?

Participants perceived the most important subjects to be:

- **Act**: start doing, go beyond the talk and start implementing known best practices.
- **Transparency**: considered to be the main lever to change the system. Transparency in all areas of decision-making will decrease corruption, increase diversity and increase trust.
- **Ethical code**: sport is in need of a renewed ethical code.
- **Professionalization of governing bodies** within their resource limitations
- **Reflection on the trade-offs and synergies** between the money and the values underpinning sport activities: how to make them work together? The above actions need to be shared across all stakeholders of the sport ecosystem and at all levels of governance.