



National Governing Bodies of Sport Success Criteria / Model Framework



The National Governing Bodies of Sport (NGB) Success Criteria / Model Framework forms the basis of the development model produced for NGBs – and is an essential element of the NGBs Modernisation Programme.

NGBs are categorised on the basis of size, using a series of criteria including turnover, membership numbers and participation levels. In this way realistic targets can be set which reflect the scale and capacity of the NGB.

In the pages that follow, the ideal models suggested for each category of NGB are presented. The Success Criteria / Model Framework identifies the key success factors for a modern NGB and illustrates the level of achievement that each category of NGB could reasonably expect to attain.

If you have any questions on this model, please contact UK Sport or your Home Country Sports Council.

Success Criteria – Model Framework Index

Introduction

Segmentation Process

SUCCESS CRITERIA

1. **Effective Corporate Governance**
2. **Sports & Business Administration Effectiveness**
3. **Financial Management**
4. **Exploitation of Commercial Opportunities**
5. **Performance Management**
6. **Talent ID/ Development & Elite Performance**
7. **Coach Education & Development System**
8. **Services to Members**
9. **Volunteer Management**
10. **Event Management**
11. **Partnerships with Local Authorities, Education and Commercial Sector**
12. **Structure of Sport**

Introduction

This categorisation model has been based on a study into best practice for NGBs and is aimed at providing guidance for NGBs in the successful operation of their organisation. It identifies a number of specific areas of operation which NGBs should consider as a minimum level of achievement. However it also recognises that not all NGBs are the same and they range significantly in size and scale. The model puts forward a range of success criteria for the smallest through to the largest NGBs.

This model categorises NGBs using a series of five different criteria which most accurately reflect the resources and capacity of the NGB. For example it is unrealistic to expect a small NGB with few members and limited resources to achieve the same level of partnerships with delivery agents, services to members and business administration as a large NGB with professional athletes and significant commercial income. This model also acknowledges that small NGBs can be just as efficient and effective as a very large NGB when judged against criteria which are appropriate for that individual NGB.

The categorisation of an NGB is not meant to be a precise and scientific process but one that identifies broadly into which category an NGB fits. There is an element of discretion for an NGB that falls mid way between two categories to decide which category most accurately reflects its current status. However it should be the aspiration of all NGBs to aim at moving up through the categories as the NGB grows and develops.

It should be made clear that the categorisation of an NGB in no way infers or implies that one category is better than another nor does it suggest that the categorisation model has any impact or influence on funding of an NGB. It merely identifies the model operating standards for an NGB of a certain size.

Using these criteria, every NGB will be able to assess the extent to which they are achieving these success criteria today. These are set in sections 1-12. Having assessed the current performance of their NGB against the model success criteria, the NGB can then produce development plans which identify areas for improvement so as to meet the success criteria identified.

Segmentation Process

The exercise will help place your NGB in one of five categories, so that you can refer to the most appropriate 'competency frameworks' and advice for your NGB.

Please answer the five questions below and on the summary table, mark the category your NGB falls into for each question.

Q1: What is the annual turnover of your NGB (most recent finalised results)

Annual Turnover	Category
Over £5,000,000	1
£500,001 to £5,000,000	2
£100,001 to £500,000	3
£35,001 to £100,000	4
Under £35,000	5

Q2: What proportion of the annual turnover of your NGB comes from grants (i.e. Exchequer and lottery funding)

Proportion of turnover from grants	Category
Under 10%	1
11% to 25%	2
25% to 50%	3
50% to 75%	4
75% to 100%	5

Q3: How many paid management and administration staff does your NGB have? (Please use full-time equivalent figures where a part-time staff member =0.5 of a full-time staff member)

Number of paid management and administration staff	Category
Over 25	1
9.5 to 25	2
2.5 to 9	3
0.5 to 2	4
None (0)	5

Q4: How many Member Clubs does your NGB have?

Number of Member Clubs	Category
Over 1,000	1
501 to 1,000	2
101 to 500	3
51 to 100	4
Less than 50	5
Not applicable – i.e. do not have a structure which includes Member Clubs	N/A

Q5: How many Individual Members does your NGB have?

Number of Individual Members	Category
Over 50,000	1
10,001 to 50,000	2
2001 to 10,000	3
501 to 2,000	4
Under 500	5
Not applicable – i.e. do not have a structure which includes Individual Members	N/A

Summary table: Please tick appropriate box

	1	2	3	4	5	Not applicable
Annual Turnover						
Proportion of turnover from grants						
Number of paid management and administration staff						
Number of Member Clubs						
Number of Individual Members						
Total						

To arrive at an appropriate categorisation, the scores should be totalled and then divided by 5 to give an average score. The boundaries between categories are not precise so that an NGB scoring, say 1.6 could either be classified as a 1 or a 2. At this stage it is at the discretion of the NGB to decide which category it most accurately fits.

1.0 Effective Corporate Governance

1.1 Introduction

Corporate governance is a system by which organisations are directed and controlled. Boards of directors are responsible for the governance of their organisations. The members' role in governance is to appoint the directors and (where relevant) the auditors and to satisfy themselves that an appropriate governance structure is in place. The responsibilities of the board should include:

- setting the organisation's strategic aims;
- providing the leadership to put them into effect;
- supervising the management of the business; and
- reporting to the members on their stewardship¹.

1.2 Common to all NGBs:

- Board structure should generally consist of no less than five and no more than ten directors plus a Chairperson/ President. The number of directors on a board should reflect the size and level of activity of the organisation.
 - In addition to the 5-10 board directors the Board should seek to appoint up to a further three Non Executive Directors from outside the sport who bring particular specialist skills required by the NGB.
 - Board members must not simply represent members but they must have the necessary skills to carry out their governance role. These skills might include financial, legal, property, communications, IT, commercial, or other skills which reflect the requirements of the organisation and/or the sport.
 - The board members should aim to reflect wherever possible the diversity of the population and the geographical and technical diversity of the sport.
 - Board members should be appointed for a specific term and reappointment should not be automatic, to encourage board renewal while retaining corporate memory. In addition board appointments should be staggered so that all re-appointments do not coincide.
 - Board Directors should receive a minimum level of training to a recognised standard (to be defined) and by an accredited authority within six months of their appointment to the Board.
 - Accountability for equal opportunities is established at Board/CEO level with an equality strategy developed across the organisation.
 - There should be a plan for rolling succession for board members.
 - It is essential that board directors regularly attend meetings and provide support for the decision making process. As such Board members who miss three consecutive board meetings should be asked to consider their position on the Board very carefully unless there are exceptional or extenuating circumstances.
 - Sub-committees should be formed to carry out the specific tasks or requirements of the Board and should submit reports at Board meetings.
- The CEO must have delegated authority for delivery of the strategy and authority for decision making on a specified range of NGB business activities.

¹ Cadbury Report (The Financial Aspects of Corporate Governance) 1992
Model Framework 1.2 - 22/07/03

1.3 Roles and Responsibility of Chief Executive Officer (CEO)

It is essential that the CEO is given a clear job description of what is expected/ required. Having agreed this job description, objectives and targets relating to the strategic plan and its implementation can be set to enable the Board to measure the performance of the CEO.

Set out at Appendix 1 is a model job description for a CEO which may be helpful in clarifying the roles and responsibilities and which can apply to all categories of NGB.

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> To work with the Board to formulate strategy and oversee its implementation Working with the Board to ensure the NGB meets all of its targets and objectives To lead and manage the organisation by providing leadership to the management team and staff of the NGB and ensuring the effective operation of the NGB Be responsible to the Board for the overall financial health of the NGB Promoting the NGB Manage the interests of stakeholders Interface with Government Departments and Agencies 	<ul style="list-style-type: none"> To work with the Board to formulate strategy and oversee its implementation Working with the Board to ensure the NGB meets all of its targets and objectives To lead and manage the organisation by providing leadership to the management team and staff of the NGB and ensuring the effective operation of the NGB Be responsible to the Board for the overall financial health of the NGB Promoting the NGB 	<ul style="list-style-type: none"> To work with the Board to formulate strategy and oversee its implementation Working with the Board to ensure the NGB meets all of its targets and objectives To lead and manage the organisation by providing leadership to the management team and staff of the NGB and ensuring the effective operation of the NGB Be responsible to the Board for the overall financial health of the NGB Promoting the NGB 	<ul style="list-style-type: none"> To work with the Boards to formulate strategy and oversee its implementation Working with the Board to ensure the NGB meets all of its targets and objectives To lead and manage the organisation by providing leadership to the management team and staff of the NGB and ensuring the effective operation of the NGB Be responsible to the Board for the overall financial health of the NGB Promoting the NGB 	<ul style="list-style-type: none"> To work with the Boards to formulate strategy and oversee its implementation Working with the Board to ensure the NGB meets all of its targets and objectives To lead and manage the organisation by providing leadership to the management team and staff of the NGB and ensuring the effective operation of the NGB Be responsible to the Board for the overall financial health of the NGB Promoting the NGB

1.4 Adherence to Governance Best Practice

NGBs should where possible adhere to certain standards as set out in a Governance best practice guide, which should be prepared by a third party and may draw on examples already in use. In this way NGBs have a clear and unambiguous view as to what is deemed best practice in the area of Governance and which can be used as a basis for continuing improvement.

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> • Should generally comply with and adhere to all principles of best practice as set out in the Governance best practice guide • Should be leading the development of best practice and should retain the skills of a corporate governance specialist who ensures the highest standards are achieved. • In conjunction with the Sports Councils help promote training in best practice for smaller NGBs. 	<ul style="list-style-type: none"> • Should generally comply with and adhere to all principles of best practice as set out in the Governance best practice guide • Should seek to be involved with the development of best practice initiatives and work with the Sports Councils to identify such best practice. 	<ul style="list-style-type: none"> • Should generally comply with and adhere to all principles of best practice as set out in the Governance best practice guide 	<ul style="list-style-type: none"> • Should generally comply with and adhere to all principles of best practice as set out in the Governance best practice guide 	<ul style="list-style-type: none"> • Should generally comply with and adhere to all principles of best practice as set out in the Governance best practice guide.

1.5 Strategic Plan

The purpose of a strategic plan (suggested contents below) is to allow NGBs to set a clear strategy for what they want to achieve and the key activities that should take place in order to fulfil that strategy. This plan should cover a period of no less than 4 years but may be extended further to reflect the strategic objectives of the NGB. The plan should have realistic targets and be updated regularly. The plan should provide guidance for all key members of the organisation and ensure that everyone is working to the same shared objectives. It will help provide continuity and stability in the organisation.

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> • An organisational development plan which sets out how the organisation aims to develop. This should cover : <ul style="list-style-type: none"> - Modernisation programme - Marketing & communications plan - Staffing - Fundraising & Sponsorship - The implementation of organisation wide policies including: <ul style="list-style-type: none"> Equal opportunities policy Child Protection Policy Staff Welfare Policy Environmental Policy Creditors Payment Policy • A long term sports development plan containing annual priorities and targets. This plan <u>should</u> cover: <ul style="list-style-type: none"> - Plans and targets for increasing participation - Plans for developing talent - Plans for training, competing and winning at elite level - Plans for increasing the quality and quantity of coaches and officials - Plans for developing local clubs - Plans for supporting Volunteers & Members - Equity - Events strategy - Facilities Access Strategy 	<ul style="list-style-type: none"> • An organisational development plan which sets out how the organisation aims to develop. This should cover : <ul style="list-style-type: none"> - Modernisation programme - Marketing & communications plan - Staffing - Fundraising & Sponsorship - The implementation of organisation wide policies including: <ul style="list-style-type: none"> Equal opportunities policy Child Protection Policy Staff Welfare Policy Environmental Policy Creditors Payment Policy • A long term sports development plan containing annual priorities and targets. This plan <u>should</u> cover: <ul style="list-style-type: none"> - Plans and targets for increasing participation - Plans for developing talent - Plans for training, competing and winning at elite level - Plans for increasing the quality and quantity of coaches and officials - Plans for developing local clubs - Plans for supporting Volunteers & Members - Equity - Events strategy - Facilities Access Strategy 	<ul style="list-style-type: none"> • An organisational development plan which sets out how the organisation aims to develop. This should cover : <ul style="list-style-type: none"> - Modernisation programme - Marketing & communications plan - Staffing - Fundraising & Sponsorship - The implementation of organisation wide policies including: <ul style="list-style-type: none"> Equal opportunities policy Child Protection Policy Creditors Payment Policy • A long term sports development plan containing annual priorities and targets. This plan <u>should</u> cover: <ul style="list-style-type: none"> - Plans and targets for increasing participation - Plans for developing talent - Plans for training, competing and winning at elite level - Plans for increasing the quality and quantity of coaches and officials - Plans for developing local clubs - Plans for supporting Volunteers & Members - Equity - Events strategy - Facilities Access Strategy 	<ul style="list-style-type: none"> • An organisational development plan which sets out how the organisation aims to develop. This should cover : <ul style="list-style-type: none"> - Modernisation programme - Marketing & communications plan - Staffing - Fundraising & Sponsorship - The implementation of organisation wide policies including: <ul style="list-style-type: none"> Equal opportunities policy Child Protection Policy Creditors Payment Policy • A long term sports development plan containing annual priorities and targets. This plan <u>may</u> cover: <ul style="list-style-type: none"> - Plans and targets for increasing participation - Plans for developing talent - Plans for training, competing and winning at elite level - Plans for increasing the quality and quantity of coaches and officials - Plans for developing local clubs - Equity - Events strategy 	<ul style="list-style-type: none"> • An organisational development plan which sets out how the organisation aims to develop. This should cover : <ul style="list-style-type: none"> - Modernisation programme - Fundraising & Sponsorship - The implementation of organisation wide policies including: <ul style="list-style-type: none"> Equal opportunities policy Child Protection Policy Creditors Payment Policy • A long term sports development plan containing annual priorities and targets. This plan <u>may</u> cover: <ul style="list-style-type: none"> - Plans and targets for increasing participation - Plans for developing talent - Plans for training, competing and winning at elite level - Plans for increasing the quality and quantity of coaches and officials - Plans for developing local clubs - Equity - Events strategy

1.6 Strategic Review Procedures

It is essential that there is a regular and effective review process to ensure that the strategy remains relevant on an on-going basis, for the NGB.

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> Review the strategic plan on an annual basis, to revisit objectives and assess success in meeting objectives To communicate the strategy update to all members and to seek members views 	<ul style="list-style-type: none"> Review the strategic plan on an annual basis, to revisit objectives and assess success in meeting objectives To communicate the strategy update to all members and to seek members views 	<ul style="list-style-type: none"> Review the strategic plan on an annual basis, to revisit objectives and assess success in meeting objectives To communicate the strategy update to all members and to seek members views 	<ul style="list-style-type: none"> Review the strategic plan on an annual basis, to revisit objectives and assess success in meeting objectives To communicate the strategy update to all members and to seek members views 	<ul style="list-style-type: none"> Review the strategic plan on an annual basis, to revisit objectives and assess success in meeting objectives To communicate the strategy update to all members and to seek members views

2.0 Sports & Business Administration Effectiveness

2.1 Introduction

It will become increasingly important that NGBs perform and are seen to perform to the highest standards of administrative effectiveness - both sporting and business - in order to ensure that they secure funding in the future.

2.2 Meeting the Requirements of the Management Audit

There is currently an effective programme of Management Audit reporting for Sports Council funded NGBs, which should continue to be used as the basis for further development. Other NGBs can seek to implement this system in principle.

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> • NGBs should have their own internal audit function which identifies specific issues and which seeks continuous improvement. • The NGB must prepare a development plan which seeks to address any shortcomings identified in the report within 6 months for most issues and within 3 months for issues deemed critical to the successful operation of the NGB 	<ul style="list-style-type: none"> • NGBs should meet all of the requirements of the Management Audit reports. • The NGB must prepare a development plan which seeks to address any shortcomings identified in the report within 6 months for most issues and within 3 months for issues deemed critical to the successful operation of the NGB • An NGB that continually fails to address specific issues raised by the reports will be asked to present clear procedures to address the shortcomings. In the extreme this may require the introduction of a new management team and failure to respond will lead to the NGB being sanctioned. This may result in funding being withheld until all outstanding matters have been resolved 	<ul style="list-style-type: none"> • NGBs should meet all of the requirements of the Management Audit reports. • The NGB must prepare a development plan which seeks to address any shortcomings identified in the report within 12 months for most issues and within 6 months for issues deemed critical to the successful operation of the NGB • An NGB that continually fails to address specific issues raised by the reports will be asked to present clear procedures to address the shortcomings. In the extreme this may require the introduction of a new management team and failure to respond will lead to the NGB being sanctioned. This may result in funding being withheld until all outstanding matters have been resolved 	<ul style="list-style-type: none"> • NGBs should meet all of the requirements of the Management Audit reports. • The NGB must prepare a development plan which seeks to address any shortcomings identified in the report within two years for most issues and within 6 months for issues deemed critical to the successful operation of the NGB • An NGB that continually fails to address specific issues raised by the reports will be asked to present clear procedures to address the shortcomings. In the extreme this may require the introduction of a new management team and failure to respond will lead to the NGB being sanctioned. This may result in funding being withheld until all outstanding matters have been resolved 	<ul style="list-style-type: none"> • NGBs should meet all of the requirements of the Management Audit reports. • The NGB must prepare a development plan which seeks to address any shortcomings identified in the report within two years for most issues and within 6 months for issues deemed critical to the successful operation of the NGB • An NGB that continually fails to address specific issues raised by the reports will be asked to present clear procedures to address the shortcomings. In the extreme this may require the introduction of a new management team and failure to respond will lead to the NGB being sanctioned. This may result in funding being withheld until all outstanding matters have been resolved

2.3 Management Structure

Set out below is an indication of the various roles that should be fulfilled as part of the management structure of an NGB. It should be noted that in smaller NGBs from category 2 downwards, one individual may fulfil more than one role. We have also identified skills/advice that may be outsourced to a third party provider. The title 'Manager' has been used to convey an individual who is both responsible and accountable. It does not necessarily imply someone who is employed and a volunteer may fill this role so long as they have the requisite skills. However it is unlikely that volunteers could provide the level of input required in category 1 and 2 NGBs. The title 'Director' has been used to convey a person who is a member of the executive management team and is employed. It is unlikely that a volunteer could fulfill this role, simply because of the time commitment required.

Category 1	Category 2	Category 3	Category 4	Category 5
<p>Executive to consist of :</p> <ul style="list-style-type: none"> • Full Time CEO • Full time qualified accountant • Director responsible for day to day operations of the NGB • Director responsible for communications and marketing of the NGB <p>Supported by:</p> <ul style="list-style-type: none"> • Manager responsible for operations and maintenance of all IT systems • Manager responsible for all HR and staff training activities • Manager responsible for delivering high performance elite athletes • Manager responsible for exploiting all commercial opportunities which may be available to the NGB • Manager responsible for delivering high quality membership services to all members • Manager responsible for developing and exploiting partnerships with Local Authority, Education and Commercial delivery agents of the sport • Manager responsible for National Development • Manager responsible for the development of young people in the sport • Manager responsible for the development and operation of a system to ensure the highest standards of coaching and management of officials • Manager responsible for developing and enforcing an Equity policy • Manager responsible for organising and managing competitions 	<p>Executive to consist of :</p> <ul style="list-style-type: none"> • Full Time CEO • Full time qualified accountant • Director responsible for day to day operations of the NGB <p>Supported by:</p> <ul style="list-style-type: none"> • Manager responsible for operations and maintenance of all IT systems • Manager responsible for all HR and staff training activities • Manager responsible for delivering high performance elite athletes • Manager responsible for exploiting all commercial opportunities which may be available to the NGB • Manager responsible for delivering high quality membership services to all members • Manager responsible for developing and exploiting partnerships with Local Authority, Education and Commercial delivery agents of the sport • Manager responsible for National Development • Manager responsible for the development of young people in the sport • Manager responsible for the development and operation of a system to ensure the highest standards of coaching and management of officials • Manager responsible for developing and enforcing an Equity policy • Manager responsible for organising and managing competitions (may be outsourced) 	<p>Executive to consist of :</p> <ul style="list-style-type: none"> • Full Time CEO • Part time qualified accountant • Manager responsible for National Development <p>Supported by:</p> <ul style="list-style-type: none"> • Manager responsible for the development and operation of a system to ensure the highest standards of coaching and management of officials • Manager responsible for delivering high performance elite athletes • Manager responsible for organising and managing competitions • Manager responsible for operations and maintenance of all IT systems (may be outsourced) • Part / full time secretary <p>Outsourced Advice:</p> <ul style="list-style-type: none"> • HR • Legal • Financial • Event Management • Marketing & PR • Staff Training • Income Generation 	<p>Executive to consist of :</p> <ul style="list-style-type: none"> • Part Time/Full Time CEO <p>Supported by</p> <ul style="list-style-type: none"> • Qualified accountant (may be a volunteer) <p>Outsourced Advice:</p> <ul style="list-style-type: none"> • HR • IT • Legal • Financial • Event Management • Marketing & PR • Staff Training • Income Generation 	<p>Executive to consist of :</p> <ul style="list-style-type: none"> • Part Time CEO <p>Supported by:</p> <ul style="list-style-type: none"> • Qualified accountant (may be a volunteer) <p>Outsourced Advice:</p> <ul style="list-style-type: none"> • HR • IT • Legal • Financial • Event Management • Marketing & PR • Staff Training • Income Generation

2.4 Sport Development

It is important that an NGB has set out a clear plan of how the sport will develop over time and what are its key sports development objectives. These should be articulated in a series of sports development plans which can, if applicable, then be discussed with the Sports Councils and may form the basis of bids for funding. These plans should not just focus on the inputs i.e. what activities will take place, but should also focus on output measures i.e. what they will achieve and how can they be measured.

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> • NGBs should have: Development Plans covering: <ul style="list-style-type: none"> - Participation - Elite sport - Coaching - Equal opportunities policy - Staff Welfare Policy - Child Protection Policy • These plans and policies should reflect the significant resources available to the NGB and its ability to deliver. • There should be a named person responsible for Sport development in the NGB and they should report back on progress at least twice a year at Board meetings 	<ul style="list-style-type: none"> • NGBs should have: Development Plans covering: <ul style="list-style-type: none"> - Participation - Elite sport - Coaching - Equal opportunities policy - Staff Welfare Policy - Child Protection Policy • These plans and policies should reflect the resources of the NGB to deliver but should also aim to grow the NGB in line with its strategic plan • There should be an annual system of peer review whereby another NGB along with the Sports Councils review the development plans and challenge assumptions within the plans • There should be a named person responsible for Sport development in the NGB and they should report back on progress at least twice a year at Board meetings 	<ul style="list-style-type: none"> • NGBs should have: Development Plans covering: <ul style="list-style-type: none"> - Participation - Elite sport - Coaching - Equal opportunities policy - Staff Welfare Policy - Child Protection Policy • These plans and policies should reflect the resources of the NGB to deliver but should also aim to grow the NGB in line with its strategic plan • There should be an annual system of peer review whereby another NGB along with the Sports Councils review the development plans and challenge assumptions within the plans • There should be a named person responsible for Sport development in the NGB and they should report back on progress at least twice a year at Board meetings 	<ul style="list-style-type: none"> • NGBs should have: Development Plans covering: <ul style="list-style-type: none"> - Participation - Elite sport - Coaching - Equal opportunities policy - Staff Welfare Policy - Child Protection Policy • These plans and policies should reflect the resources of the NGB to deliver but should also aim to grow the NGB in line with its strategic plan • There should be a named person responsible for Sport development in the NGB and they should report back on progress at least twice a year at Board meetings 	<ul style="list-style-type: none"> • NGBs should have: Development Plans covering: <ul style="list-style-type: none"> - Participation - Elite sport - Coaching - Equal opportunities policy - Staff Welfare Policy - Child Protection Policy • These plans and policies should reflect the resources of the NGB to deliver but should also aim to grow the NGB in line with its strategic plan • There should be a named person responsible for Sport development in the NGB and they should report back on progress at least twice a year at Board meetings

2.5 Rule and Regulations

Given that the NGB is the custodian of the sport it is essential that there is an effective, transparent and credible system for ensuring that the rules and regulations are adequately administered and where appropriate reviewed and updated.

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> NGBs should ensure that they monitor and maintain the rules and regulations for participants of the sport. Periodically NGBs should review the rules and regulations to ensure that they are still appropriate 	<ul style="list-style-type: none"> NGBs should ensure that they monitor and maintain the rules and regulations for participants of the sport. Periodically NGBs should review the rules and regulations to ensure that they are still appropriate 	<ul style="list-style-type: none"> NGBs should ensure that they monitor and maintain the rules and regulations for participants of the sport. Periodically NGBs should review the rules and regulations to ensure that they are still appropriate 	<ul style="list-style-type: none"> NGBs should ensure that they monitor and maintain the rules and regulations for participants of the sport. Periodically NGBs should review the rules and regulations to ensure that they are still appropriate 	<ul style="list-style-type: none"> NGBs should ensure that they monitor and maintain the rules and regulations for participants of the sport. Periodically NGBs should review the rules and regulations to ensure that they are still appropriate

2.6 Disciplinary Matters

One of the key roles of an NGB is to take the lead on matters of dispute resolution in that sport.

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> As custodian of the sport's rules and regulations, the NGB must be able to demonstrate a clear enforcement of the rules and a balanced mechanism for dealing with disciplinary and grievance matters. In addition the NGB should have an independent panel who can adjudicate when disciplinary matters are disputed or grievance matters unresolved 	<ul style="list-style-type: none"> As custodian of the sport's rules and regulations, the NGB must be able to demonstrate a clear enforcement of the rules and regulations and a balanced mechanism for dealing with disciplinary and grievance matters. In addition the NGB should have an independent panel who can adjudicate when disciplinary matters are disputed or grievance matters unresolved 	<ul style="list-style-type: none"> As custodian of the sport's rules and regulations, the NGB must be able to demonstrate a clear enforcement of the rules and regulations and a balanced mechanism for dealing with disciplinary and grievance matters. In addition the NGB should have an independent panel who can adjudicate when disciplinary matters are disputed or grievance matters unresolved 	<ul style="list-style-type: none"> As custodian of the sport's rules and regulations, the NGB must be able to demonstrate a clear enforcement of the rules and regulations and a balanced mechanism for dealing with disciplinary and grievance matters. In addition the NGB should have an independent panel who can adjudicate when disciplinary matters are disputed or grievance matters unresolved 	<ul style="list-style-type: none"> As custodian of the sport's rules and regulations, the NGB must be able to demonstrate a clear enforcement of the rules and regulations and a balanced mechanism for dealing with disciplinary and grievance matters. In addition the NGB should have an independent panel who can adjudicate when disciplinary matters are disputed or grievance matters unresolved

2.7 Equity Framework Requirements

NGBs should ensure they have an adequate Equity framework in place which should consider the following requirements. Achieving Equality in Sport Standards will be in place from September 2003 and the following requirements are indicative of what will be included in the Standards process:

Category 1	Category 2	Category 3	Category 4	Category 5
<p>Achievement (or a plan to achieve within the next five years) the <u>Achieving Equality in Sport Standard Advanced Level – Maintenance</u></p> <p>Your organisation continues to offer fair and equal opportunities to its staff and the communities it serves</p> <p>Evidence will include:</p> <ul style="list-style-type: none"> The achievement and maintenance of the Advanced Level and continued mainstreaming of equality into all structures, systems, policies and practice 	<p>Achievement (or a plan to achieve within the next five years) the <u>Achieving Equality in Sport Standard Advanced Level</u></p> <p>Your organisation offers fair and equal opportunities to its staff and the communities it serves.</p> <p>Evidence will include:</p> <ul style="list-style-type: none"> Senior volunteers and the staff are reflective of the community Targets set for clubs and key competitions to address under representation There is an increase in the number of female, disabled and ethnic minority members, coaches, officials and administrators An increase in the number of female, disabled and ethnic minority performance and elite athletes Equality is fully integrated into the organisation's communications and products 	<p>Achievement (or a plan to achieve within the next five years) the <u>Achieving Equality in Sport Standard Intermediate Level</u></p> <p>Your organisation is increasing opportunities for a diverse range of people</p> <p>Evidence will include:</p> <ul style="list-style-type: none"> A change in the profile of the senior volunteer and management board A review of all human resource policies Specific programmes to address under representation leading to an increase in the diversity of people participating and using the organisation's services Regional, county and club representatives have an increased understanding of, and a commitment to equality All communication effectively promotes positive images and the commitment of the organisation to equality 	<p>Achievement (or a plan to achieve within the next five years) the <u>Achieving Equality in Sport Standard Preliminary Level</u></p> <p>The organisation is clear about what it needs to do to achieve equality.</p> <p>Evidenced will include:</p> <ul style="list-style-type: none"> A robust action plan which has specific actions to increase participation by women, ethnic minorities, disabled people and young people Staff and senior volunteer development initiatives provide an understanding of the basic principles of equality The production of fair and transparent selection procedures for athletes in competition, representative squads and coaches 	<p>Achievement (or a plan to achieve within the next five years) the <u>Achieving Equality in Sport Standard Foundation Level</u></p> <p>The organisation is committed to equality</p> <p>Evidenced will include:</p> <ul style="list-style-type: none"> A clear equality policy statement of the governing body's commitment to equality All those involved with the organisation are aware of this commitment Accountability for equality is established at the highest levels The demographic profile of the governing body is established and includes data on gender, disability and ethnicity

3.0 Financial Management

3.1 Introduction

The financial performance of an NGB is critical to its future success. Therefore it is important that the highest standards of financial performance are maintained at all times.

3.2 Financial Procedures and Competencies

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> • Corporate governance comparable with companies requiring full audit, audit certification, SORP 2000³ or Charity Commission regulations • Qualified accountant on staff • Computer based financial system (Sage, Pegasus or bespoke) for financial accounting, management accounting, payroll, sales & purchase ledgers, membership subscriptions • A board level position with financial background and proficiency • Where financial staff have had limited non-sporting experience, staff mentored by financial specialists from external non sporting agencies, to provide specialist advice 	<ul style="list-style-type: none"> • Corporate governance comparable with companies requiring full audit, audit certification, SORP 2000³ or Charity Commission regulations • Qualified accountant on staff • Computer based financial system (Sage, Pegasus or bespoke) for financial accounting, management accounting, payroll, sales & purchase ledgers, membership subscriptions • A board level position with financial background and proficiency • Where financial staff have had limited non-sporting experience, staff mentored by financial specialists from external non sporting agencies, to provide specialist advice 	<ul style="list-style-type: none"> • Corporate governance comparable with companies requiring full audit, audit certification, SORP 2000³ or Charity Commission regulations • Qualified accountant on staff (may be part time) • Computer based financial system (Sage, Pegasus or bespoke) for financial accounting, management accounting, payroll, sales & purchase ledgers, membership subscriptions • A board level position with financial background and proficiency • Where financial staff have had limited non-sporting experience, staff mentored by financial specialists from external non sporting agencies, to provide specialist advice 	<ul style="list-style-type: none"> • Corporate governance comparable with companies requiring full audit, audit certification, SORP 2000² or Charity Commission regulations • Post qualified and suitably experienced individual (may be a volunteer) • Partial automation of accounting functions to include membership • A board level position with financial background and proficiency • Where financial staff have had limited non-sporting experience, staff mentored by financial specialists from external non sporting agencies, to provide specialist advice 	<ul style="list-style-type: none"> • Corporate governance comparable with companies requiring full audit, audit certification, SORP 2000³ or Charity Commission regulations • Post qualified and suitably experienced individual (may be a volunteer) • Partial automation of accounting functions to include membership • A board level position with financial background and proficiency • Where financial staff have had limited non-sporting experience, staff mentored by financial specialists from external non sporting agencies, to provide specialist advice

² Details can be found at: www.charity-commission.gov.uk/publications/pdfs/sorptext.pdf

3.3 Ratio of Government Funding to Total Income

Many NGBs have become highly dependent on Government funding for the day to day operation of their NGB. This makes those NGBs vulnerable to any downturn in future Government funding. It is therefore vital that NGBs become(if applicable) less dependent on Exchequer funding to run the day to day operation of the NGB. However it is recognised that targeted funding will still be important to fund specific athlete programmes such as World Class Performance. The categorisation set out below only applies to those NGBs currently in receipt of funding.

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> Unreliant upon Government funding for the core administration of the NGB Annual fundraising strategy in place 	<ul style="list-style-type: none"> Use of Government funding to fund specific core staff but total generally not more than 25% of annual turnover Annual fundraising strategy in place 	<ul style="list-style-type: none"> Use of Government funding to fund specific core staff but total generally not more than 35% of annual turnover Annual fundraising strategy in place 	<ul style="list-style-type: none"> Use of Government funding to fund specific core staff and/or underwrite revenue expenditure but total generally not more than 50% of annual turnover Annual fundraising strategy in place 	<ul style="list-style-type: none"> Use of Government funding to fund specific core staff and/or underwrite revenue expenditure but total generally not more than 50% of annual turnover Annual fundraising strategy in place

4.0 Exploitation of Commercial Opportunities

4.1 Commercial Strategy

It is essential that NGBs should identify ways to generate more income from 'commercial opportunities'. This may be through generating more revenue from members but may also seek to develop partnerships with other commercial organisations exploiting the value of the brand that is the sport's NGB. The main focus for many NGBs has traditionally been related to either membership income and/or sponsorship of the sport or event. Whilst this is laudable, it is by no means the only source of commercial revenue that NGBs should be identifying. In particular, many NGBs focus exclusively on members when there may be a much larger catchment of participants. This broader group may be interested in associating with the brand of the sport rather than become a member. They are nevertheless a valuable income source for merchandise, training guides, memorabilia etc associated with the sport.

NGBs must also be aware of the value of the membership they are providing. If the offer has little added value and generates little benefit to the recipient it will be much harder to increase fees. Ideally NGBs should understand what their members want, what services they are prepared to pay a premium for or which they value highly. NGBs must continue to develop and evolve the membership products adding value and always ensuring that the cost of the membership, is as a minimum, covered by the fees.

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> • NGBs should understand the costs of providing membership and should ensure that at a minimum, subscription fees cover this cost. • Employ a full time manager whose specific objectives are to seek out and exploit commercial opportunities that will provide financial benefit to the NGB. • NGBs should identify and quantify the value of the Brand that is their sport and look for opportunities where that brand can be used in an effective manner to both promote the sport and to generate revenue. • NGBs should look at opportunities to work with the commercial sector of sport to identify how resources such as coaching and training programmes can be used to generate new income for the sport 	<ul style="list-style-type: none"> • NGBs should understand the costs of providing membership and should ensure that at a minimum, subscription fees cover this cost. • Employ a full time manager whose specific objectives are to seek out and exploit commercial opportunities that will provide financial benefit to the NGB. • NGBs should identify and quantify the value of the Brand that is their sport and look for opportunities where that brand can be used in an effective manner to both promote the sport and to generate revenue. • NGBs should look at opportunities to work with the commercial sector of sport to identify how resources such as coaching and training programmes can be used to generate new income for the sport 	<ul style="list-style-type: none"> • NGBs should understand the costs of providing membership and should ensure that at a minimum, subscription fees cover this cost. • Employ a part time manager whose specific objectives are to seek out and exploit commercial opportunities, which will provide financial benefit to the NGB. • NGBs should identify and quantify the value of the Brand that is their sport and look for opportunities where that brand can be used in an effective manner to both promote the sport and to generate revenue. • NGBs should look at opportunities to work with the commercial sector of sport to identify how resources such as coaching and training programmes can be used to generate new income for the sport 	<ul style="list-style-type: none"> • NGBs should understand the costs of providing membership and should ensure that at a minimum, subscription fees cover this cost. • Access the skills of a manager (either as a consultant or shared with other NGBs) whose specific objective is to seek out and exploit commercial opportunities which will provide financial benefit to the NGB. • NGBs should identify and quantify the value of the Brand that is their sport and look for opportunities where that brand can be used in an effective manner to both promote the sport and to generate revenue. • NGBs should look at opportunities to work with the commercial sector of sport to identify how resources such as coaching and training programmes can be used to generate new income for the sport 	<ul style="list-style-type: none"> • NGBs should understand the costs of providing membership and should ensure that at a minimum, subscription fees cover this cost. • Access the skills of a manager (either as a consultant or shared with other NGBs) whose specific objective is to seek out and exploit commercial opportunities which will provide financial benefit to the NGB. • NGBs should identify and quantify the value of the Brand that is their sport and look for opportunities where that brand can be used in an effective manner to both promote the sport and to generate revenue. • NGBs should look at opportunities to work with the commercial sector of sport to identify how resources such as coaching and training programmes can be used to generate new income for the sport