

5.0 Performance Management

5.1 Introduction

It is essential that NGBs develop a range of performance measures which are linked to more than just elite performance. The performance measures need to reflect the range of activities carried out by the NGB and need to demonstrate the added value that NGBs bring to sport.

5.2 Measurement Systems

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> • Conduct market research type satisfaction surveys with partners, clubs and members • Obtain QUEST accreditation status • Obtain Investors in People status • Obtain EQFM status (or similar blue chip quality standard) • Undertake system of "peer review" with other sports and with Sports Councils • Annual continuous improvement plan focussed on organisational effectiveness • Collection of data relating to participation levels, coaching and volunteer workforce, all broken down by demographic group • Annual analysis of elite performance, attainment of medal targets and benchmarking of performance with other nations 	<ul style="list-style-type: none"> • Conduct market research type satisfaction surveys with partners, clubs and members • Obtain QUEST accreditation status • Obtain Investors in People status • Undertake system of "peer review" with other sports and with Sports Councils • Annual continuous improvement plan focussed on organisational effectiveness • Collection of data relating to participation levels, coaching and volunteer workforce, all broken down by demographic group • Annual analysis of elite performance, attainment of medal targets and benchmarking of performance with other nations 	<ul style="list-style-type: none"> • Obtain some feedback from partners, clubs and members to determine satisfaction with services • Obtain QUEST accreditation status • Obtain Investors in People status • Undertake system of "peer review" with other sports and with Sports Councils • Annual continuous improvement plan focussed on organisational effectiveness • Collection of data relating to participation levels, coaching and volunteer workforce, all broken down by demographic group • Annual analysis of elite performance, attainment of medal targets and benchmarking of performance with other nations 	<ul style="list-style-type: none"> • Obtain some feedback from clubs and members to determine satisfaction with services • Obtain QUEST accreditation status • Undertake system of "peer review" with other sports and with Sports Councils • Annual analysis of elite performance, attainment of medal targets and benchmarking of performance with other nations 	<ul style="list-style-type: none"> • Obtain some feedback from clubs and members to determine satisfaction with services • Undertake system of "peer review" with other sports and with Sports Councils • Annual analysis of elite performance, attainment of medal targets and benchmarking of performance with other nations

5.3 Key Performance Indicators (KPI's)

Key performance indicators (KPI's) are a valuable management tool to measure your NGBs performance in achieving the success criteria in this model framework. The KPI's detailed are indicative and not exhaustive. NGBs should consider what KPI's are relevant for their NGB and then set out up to 30 KPI's which can be used by the NGB to monitor its performance. Each KPI should be examined to determine the following:-

- Is the KPI valuable to the NGB?
- Is the KPI already used and are there any learning points from its current use?
- Is the information required for its calculation readily available, or at least are there means to obtain the information, including from third parties where necessary?

The overall objective is to obtain a suitably broad range of KPI's which can be used to help drive the NGB forward, enable benchmarking and appraise current and past performance.

Indicative KPI's

Indicator	Calculation	Use/ Implementation	Circulation Board	Circulation Management	Frequency
Ratio of Exchequer funding to total turnover	<ul style="list-style-type: none"> • Total amount of Exchequer funding expressed as a percentage of total turnover 	<ul style="list-style-type: none"> • Important in order to drive down dependence on Exchequer funding. • If the ratio is not declining or is rising this may make the NGB vulnerable should Sports Council / Government funding policy change. • Will allow the NGB to set targets for revenue generated from other sources such as from members or from commercial opportunities. 	✓	✓	Annually
Revenue per member	<ul style="list-style-type: none"> • The total revenue generated from activities directly associated with members divided by the number of members. 	<ul style="list-style-type: none"> • This will provide a valuable benchmark to assess the trend of revenue per member and allow comparison with other sports. 	✓	✓	Quarterly
Reserves to costs ratio	<ul style="list-style-type: none"> • Total level of reserves expressed as a percentage of the total annual outgoings of the NGB before tax 	<ul style="list-style-type: none"> • In this way it will indicate how much security there is available to the NGB should the various sources of income be reduced. • If the ratio is declining it may indicate that reserves are being depleted or that costs are not being adequately controlled. 	✓	✓	Quarterly

Indicative KPI's

Indicator	Calculation	Use/ Implementation	Circulation Board	Circulation Management	Frequency
Number of members	<ul style="list-style-type: none"> Total number of registered members currently listed on NGB database who have paid some form of subscription 	<ul style="list-style-type: none"> Important in order to assess the success of the strategy to increase membership. If the number is static or declining this may indicate that the NGB has failed to make the membership offer sufficiently compelling. It may create financial problems in the future and indicate that the sport is not sufficiently attractive to new entrants. 	✓	✓	Quarterly
Number of affiliated clubs	<ul style="list-style-type: none"> Total number of registered affiliated clubs currently listed on NGB database who have paid an affiliation fee 	<ul style="list-style-type: none"> Important in order to assess the success of the strategy to increase the number of affiliated clubs. If the number is declining this may indicate that the NGB has failed to add sufficient value to the benefits offered to clubs in return for affiliating. Alternatively it may indicate that the sport is not sufficiently attractive to generate the demand for new clubs. 	✓	✓	Annually
Volunteer recruitment	<ul style="list-style-type: none"> Total number of volunteers who contribute more than 12 hours per year 	<ul style="list-style-type: none"> Essential to understand whether the strategy on volunteer recruitment is successful. If the number is static or declining it will seriously impact on the NGBs ability to host events and provide services to participants 	✓	✓	Annually
Volunteer training	<ul style="list-style-type: none"> Total number of volunteers who received more than 3 hours training per year 	<ul style="list-style-type: none"> Essential to ensure that volunteers are being developed so that they can fulfil their role adequately and that the CPD programme is working. 	✓	✓	Annually

Indicative KPI's

Indicator	Calculation	Use/ Implementation	Circulation Board	Circulation Management	Frequency
Number of qualified coaches	<ul style="list-style-type: none"> Absolute figure of the number of qualified coaches who have registered with or are accredited by the NGB 	<ul style="list-style-type: none"> Indication of success or otherwise of the strategy to encourage teachers and parents to get involved as coaches. If the number is static or declining this may indicate that the NGB will have problems meeting its future performance targets. 	✓	✓	Quarterly
Performance in UK/ World Rankings	<ul style="list-style-type: none"> Total number of elite athletes in the top 100 UK/ World Rankings (if applicable) 	<ul style="list-style-type: none"> Indicate between major competitive events (Olympics/ Commonwealth Games) the performance potential of the elite athlete squad. 	✓	✓	Monthly
Juniors' Development	<ul style="list-style-type: none"> Number of junior players completing accredited coaching programme 	<ul style="list-style-type: none"> Important to ensure that adequate numbers of junior players are being recruited and developed To help with talent identification programme 	✓	✓	Quarterly
Schools' Affiliation	<ul style="list-style-type: none"> Number of Schools affiliated to an accredited training scheme 	<ul style="list-style-type: none"> Important to identify how effectively the Education partnerships programme is working To ensure that your sport is adequately represented in schools 	✓	✓	Quarterly

6.0 Talent ID/Development and Elite Performance

6.1 Introduction

Each sport should aim to develop a cohesive system to guide the long term development and support of its talented athletes/players. In order for the whole system to be integrated and seamless, strategies for facility development, club development, competition structures and the development of coaches have to exist to support all levels of the talent pathway.

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> • A clearly defined framework for athlete/player progression as appropriate for the sport, e.g. school/club - district – county – regional – national • A tiered, progressive and centrally co-ordinated competitive structure and competition calendar for women and men, all ages and levels to support the above framework • Criteria and selection policies for female and male national squads and teams at all age group levels and for non-disabled and disabled athletes/players • A system of developing and supporting talent formed from the sum of the identified performance needs of individual athletes training/competing at the various levels of progression • A talent ID, development and elite performance plan identifying: <ul style="list-style-type: none"> – the levels of progression for talented athletes from talent ID level through to international level – the full range of services, programmes and funding available to the athlete at the various levels – selection and eligibility criteria to access the above – competition/performance targets and operational/system goals. • A strategy for the development of national and regional performance centres to support the above framework • A strategy for club development initiatives to support the above framework • A strategy for coach education and development to support the above framework 	<ul style="list-style-type: none"> • A clearly defined framework for athlete/player progression as appropriate for the sport, e.g. school/club - district – county - regional – national • A tiered, progressive and centrally co-ordinated competitive structure and competition calendar for women and men, all ages and levels to support the above framework • Criteria and selection policies for female and male national squads and teams at all age group levels and for non-disabled and disabled athletes/players • A system of developing and supporting talent formed from the sum of the identified performance needs of individual athletes training/competing at the various levels of progression • A talent ID, development and elite performance plan identifying: <ul style="list-style-type: none"> – the levels of progression for talented athletes from talent ID level through to international level – the full range of services, programmes and funding available to the athlete at the various levels – selection and eligibility criteria to access the above – competition/performance targets and operational/system goals. • A strategy for the development of national and regional performance centres to support the above framework • A strategy for club development initiatives to support the above framework • A strategy for coach education and development to support the above framework 	<ul style="list-style-type: none"> • A clearly defined framework for athlete/player progression as appropriate for the sport, e.g. school/club – district – county - regional – national • A tiered, progressive and centrally co-ordinated competitive structure and competition calendar for women and men, all ages and levels to support the above framework • Criteria and selection policies for female and male national squads and teams at all age group levels and for non-disabled and disabled athletes/players • A system of developing and supporting talent formed from the sum of the identified performance needs of individual athletes training/competing at the various levels of progression • A talent ID, development and elite performance plan identifying: <ul style="list-style-type: none"> – the levels of progression for talented athletes from talent ID level through to international level – the full range of services, programmes and funding available to the athlete at the various levels – selection and eligibility criteria to access the above – competition/performance targets and operational/system goals. • A strategy for the development of national and regional performance centres to support the above framework • A strategy for club development initiatives to support the above framework • A strategy for coach education and development to support the above framework 	<ul style="list-style-type: none"> • A clearly defined framework for athlete/player progression as appropriate for the sport, e.g. school/club - district – county – regional – national • Centrally co-ordinated competition structure and calendar for all ages and levels to support the targets and initiatives identified in the above framework • Criteria and selection policies for female and male national squads and teams at all age group levels and for non-disabled and disabled athletes/players • Training and preparation strategy to support national teams as above • Club development initiatives to support the above framework • A facilities strategy to support the above framework 	<ul style="list-style-type: none"> • A clearly defined framework for athlete/player progression as appropriate for the sport, e.g. school/club - district – county - regional – national • Centrally co-ordinated competition structure and calendar for all ages and levels to support the targets and initiatives identified in the above framework • Criteria and selection policies for female and male national squads and teams at all age group levels and for non-disabled and disabled athletes/players • Training and preparation strategy to support national teams as above • Club development initiatives to support the above framework • A facilities strategy to support the above framework

7.0 Coach Education and Development System

7.1 Introduction

It is essential that NGBs have an effective coaching structure in place to ensure that participants at all levels are provided with development and guidance so that they are able to participate in their sport to the best of their ability. All NGBs should have a coaching strategy which identifies how many coaches are required at different levels, in different locations and in different areas of specialism, which incorporates quality assured coach education qualifications linked to the National Coaching Certificate (NCC) and which includes a programme of recruitment, retention, reward, recognition, employment/deployment and communication.

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> • Full time Director of Coach Education • Should have an accredited qualification programme linked to the NCC for training coaches with specific targets for the number and diversity of new coaches to qualify each year, delivered locally • Should have a central database of qualified coaches throughout the country • Should establish and operate in practice an effective partnership with appropriate training bodies • An ongoing programme of CPD opportunities for coaches at all levels including international exchange of best practice through bursaries/ secondments • A regional network of coach development staff; tutors, mentors and assessors to support the recruitment, qualification and professional development of all coaches. • Strategy, to include under represented groups, to target and encourage young/junior leaders, teachers, parents and former athletes to become coaches • Coach Education for Elite Coaches based upon generic areas of expertise: performance analysis, sports science, sports medicine and sports equity • A Coaches Association providing services and support to coaches at all levels 	<ul style="list-style-type: none"> • Full time Director of Coach Education • Should have an accredited qualification programme linked to the NCC for training coaches with specific targets for the number and diversity of new coaches to qualify each year, delivered locally • Should have a central database of qualified coaches throughout the country • Should establish and operate in practice an effective partnership with appropriate training bodies • An ongoing programme of CPD opportunities for coaches at all levels including international exchange of best practice through bursaries/secondments • Strategy, to include under represented groups, to target and encourage young/junior leaders, teachers, parents and former athletes to become coaches • Coach Education for Elite Coaches based upon generic areas of expertise: performance analysis, sports science, sports medicine and sports equity • Annual national coaches CPD conference 	<ul style="list-style-type: none"> • Should have an accredited programme for training coaches delivered locally • Should have a central database of qualified coaches throughout the country • Should establish and operate in practice an effective partnership with appropriate training bodies • An ongoing programme of CPD opportunities for coaches at all levels • Strategy, to include under represented groups, to target and encourage young/junior leaders, teachers, parents and former athletes to become coaches • Coach Education for Elite Coaches based upon generic areas of expertise: performance analysis, sports science, sports medicine and sports equity • Annual national coaches CPD conference 	<ul style="list-style-type: none"> • Should have an accredited programme for training coaches • Should have a central database of qualified coaches throughout the country • Should establish and operate in practice an effective partnership with appropriate training bodies • An annual CPD event • Strategy, to include under represented groups, to target and encourage young/junior leaders, teachers, parents and former athletes to become coaches 	<ul style="list-style-type: none"> • Should have an accredited programme for training coaches • Should have a central database of qualified coaches throughout the country • Should establish and operate in practice an effective partnership with appropriate training bodies • An annual CPD event • Strategy, to include under represented groups, to target and encourage young/junior leaders, teachers, parents and former athletes to become coaches

8.0 Services to Members

8.1 Introduction

Members are the life blood of all NGBs and therefore it is vital that the services provided should be sufficiently compelling to ensure those who actively participate in the sport want to take up NGB membership (either as individuals or through club affiliation) and to fully engage members. If the level of services provided is inadequate there is a strong risk that they will cease to be members, or be unattractive to the wider participating public, thereby reducing income and support for the NGB, and the authority of the NGB.

8.2 Services to be provided for members

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> National information services hotline for members only A range of differentiated membership types including: junior, adult, family, club, schools, local association, supporters A range of membership benefits to include: Insurance/indemnity scheme for members (coaches, officials, volunteers); junior discounts; equipment discounts; events discounts 	<ul style="list-style-type: none"> National information services hotline for members only A range of differentiated membership types including: junior, adult, family, club, schools, local association, supporters A range of membership benefits to include: Insurance/indemnity scheme for members (coaches, officials, volunteers); junior discounts; equipment discounts; events discounts 	<ul style="list-style-type: none"> A range of differentiated membership types including: junior, adult, family, club, schools, local association, supporters A range of membership benefits to include: Insurance/indemnity scheme for members (coaches, officials, volunteers); junior discounts; equipment discounts; events discounts 	<ul style="list-style-type: none"> A range of differentiated membership types including: junior, adult, club, schools A range of membership benefits to include: Insurance/indemnity scheme for members (coaches, officials, volunteers); 	<ul style="list-style-type: none"> A range of differentiated membership types including: junior, adult, club, schools A range of membership benefits to include: Insurance/indemnity scheme for members (coaches, officials, volunteers);

Common to all NGBs

All NGBs should have a database of their members which allows the NGB to make targeted contact at regular intervals. NGBs should ensure that their database reflects best practice.

8.3 Services to be provided for clubs

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> • Club development strategy which addresses safety, equality, administrative training, fund-raising assistance and marketing • A tiered club accreditation or quality standard • Annual menu of free courses which can be delivered locally through annual service level agreements with agencies • Regular deployment of methods of consultation and feedback undertaken to determine needs • Revenue support scheme to ensure every quality accredited club has access to internet and e-mail 	<ul style="list-style-type: none"> • Club development strategy which addresses safety, equality, administrative training, fund-raising assistance and marketing • Implementation of a tiered club accreditation or quality standard • Annual menu of free courses which can be delivered locally through annual service level agreements with agencies • Regular deployment of methods of consultation and feedback undertaken to determine needs • Revenue support scheme to ensure every quality accredited club has access to internet and e-mail 	<ul style="list-style-type: none"> • Club development strategy which addresses safety, equality, administrative training, fund-raising assistance and marketing • Implementation of a tiered club accreditation or quality standard • Annual menu of free courses which can be delivered locally through annual service level agreements with agencies • Some methods of consultation and feedback undertaken to determine needs 	<ul style="list-style-type: none"> • Club development strategy which addresses safety, equality, administrative training, fund-raising assistance and marketing • Implementation of a club accreditation or quality standard • Menu of free courses which can be delivered locally • Some methods of consultation and feedback undertaken to determine needs 	<ul style="list-style-type: none"> • Club development strategy which addresses safety, equality and administrative training • Menu of courses which can be delivered locally • Some limited consultation and feedback undertaken to determine needs

8.4 Communication with Members

All NGBs should actively communicate with and seek feedback from their members. The only way that NGBs will have a more effective relationship with their members is to engage them in a meaningful dialogue. This will take on different forms depending on the scale of the NGB, but it is essential that the NGB is committed to establishing this dialogue.

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> Should communicate with all members at least four times a year informing them on matters relating to the sport and the operation of the governing body. This can be in the form of either a publication or an electronic newsletter to those members who have provided an email address In addition the NGB should operate a user-friendly website which provides information updated regularly about the sport and the operation of the NGB This website must be openly available to all but may contain additional "member only" login sections. The website should carry details of the NGB's corporate strategy, officers, and directors and should aspire to provide as much information as possible about the running of the NGB respecting the need to keep certain matters confidential Establishment of e-cascades to ensure swift communication and dissemination of information 	<ul style="list-style-type: none"> Should communicate with all members at least four times a year informing them on matters relating to the sport and the operation of the governing body. This can be in the form of either a publication or an electronic newsletter to those members who have provided an email address In addition the NGB should operate a website which provides information updated regularly about the sport and the operation of the NGB This website must be openly available to all but may contain additional "member only" login sections. The website should carry details of the NGB's corporate strategy, officers, and directors and should aspire to provide as much information as possible about the running of the NGB respecting the need to keep certain matters confidential Establishment of e-cascades to ensure swift communication and dissemination of information 	<ul style="list-style-type: none"> Should communicate with all members at least four times a year informing them on matters relating to the sport and the operation of the governing body. This can be in the form of either a publication or an electronic newsletter to those members who have provided an email address In addition the NGB should operate a website which provides information updated regularly about the sport and the operation of the NGB This website must be openly available to all but may contain additional "member only" login sections. Establishment of e-cascades to ensure swift communication and dissemination of information 	<ul style="list-style-type: none"> Should provide written communication to all members at least twice a year either in the form of a newsletter magazine. This can be in the form of either a publication or an electronic newsletter to those members who have provided an email address Establishment of e-cascades to ensure swift communication and dissemination of information 	<ul style="list-style-type: none"> Should provide written communication to all members at least twice a year either in the form of a newsletter magazine. This can be in the form of either a publication or an electronic newsletter to those members who have provided an email address Establishment of e-cascades to ensure swift communication and dissemination of information

9.0 Volunteer Management

9.1 Introduction

A continuing stream of volunteers is essential to secure the future of most NGBs. It is therefore essential that NGBs take an active role in securing, motivating and retaining volunteers and ensuring that they have been adequately trained for and supported in their tasks.

9.2 Volunteer Recruitment

There are a number of agencies which can provide support on the recruitment and development of volunteers. These include organisations such as NCVO and Timebank who have significant experience in this field.

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> • A rolling national strategy and promotional resources to attract, retain and motivate volunteers • Specific initiatives to attract and deploy volunteers from under represented groups with ratio targets to achieve • All volunteer posts to have job description, person specification and induction pack 	<ul style="list-style-type: none"> • A rolling national strategy and promotional resources to attract, retain and motivate volunteers • Specific initiatives to attract and deploy volunteers from under represented groups with ratio targets to achieve • All volunteer posts to have job description, person specification and induction pack 	<ul style="list-style-type: none"> • A strategy and promotional resources to attract, retain and motivate volunteers • Specific initiatives to attract and deploy volunteers from under represented groups • Make use of Volunteer Bureaux and agencies such as Timebank. Create links to volunteering campaigns such as “Be a Sport” operated by Timebank • All volunteer posts to have job description, person specification and induction pack 	<ul style="list-style-type: none"> • Working either directly or in co-operation with a third party agency, identify and implement specific actions which will help to recruit retain and develop volunteers. • Make use of Volunteer Bureaux and agencies such as Timebank. Create links to volunteering campaigns such as “Be a Sport” operated by Timebank • All volunteer posts to have job description, person specification and induction pack 	<ul style="list-style-type: none"> • Working either directly or in co-operation with a third party agency, identify and implement specific actions which will help to recruit retain and develop volunteers. • Make use of Volunteer Bureaux and agencies such as Timebank. Create links to volunteering campaigns such as “Be a Sport” operated by Timebank • All volunteer posts to have job description, person specification and induction pack

9.3 Volunteer Development

Having recruited volunteers it is essential that they continue to be developed to ensure that NGBs gain the maximum benefit and that volunteers remain motivated and in so doing are retained by the NGB.

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> • Provide training, education and support services to volunteers • Relationships with volunteer support agencies e.g. National Council for Voluntary Organisations • District, regional and national volunteer recognition programme • A programme of reward and recognition tools for all partners to use 	<ul style="list-style-type: none"> • Provide training, education and support services to volunteers (may be outsourced) • Relationships with volunteer support agencies e.g. National Council for Voluntary Organisations • Regional and national volunteer recognition programme • A programme of reward and recognition tools for all partners to use 	<ul style="list-style-type: none"> • Provide training, education and support services to volunteers (may be outsourced) • Relationships with volunteer support agencies e.g. National Council for Voluntary Organisations • Regional and national volunteer recognition programme • A programme of reward and recognition tools for all partners to use 	<ul style="list-style-type: none"> • Provide training, education and support services to volunteers (may be outsourced) • Relationships with volunteer support agencies e.g. National Council for Voluntary Organisations • National volunteer recognition programme • A programme of reward and recognition tools for all partners to use 	<ul style="list-style-type: none"> • Provide training, education and support services to volunteers (may be outsourced) • National volunteer recognition programme

10.0 Event Management

10.1 Organising Competitions

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> • Defined competition strategy explicitly linked to both participation and long term talent development • This may include: <ul style="list-style-type: none"> - Stage annual national championships - National championships underpinned by achievement of local sports development outcomes - Programme of regional championships - Programme of county championships - Programme of district championships - Annual championships for juniors • Strategy to use championship programme to develop quantity and quality of officials 	<ul style="list-style-type: none"> • Defined competition strategy explicitly linked to both participation and long term talent development • This may include: <ul style="list-style-type: none"> - Stage annual national championships - National championships underpinned by achievement of local sports development outcomes - Programme of regional championships - Programme of county championships - Programme of district championships - Annual championships for juniors • Strategy to use championship programme to develop quantity and quality of officials 	<ul style="list-style-type: none"> • Defined competition strategy explicitly linked to both participation and long term talent development • This may include: <ul style="list-style-type: none"> - Stage annual national championships - National championships underpinned by achievement of local sports development outcomes - Programme of regional championships - Programme of county championships - Programme of district championships - Annual championships for juniors Strategy to use championship programme to develop quantity and quality of officials 	<ul style="list-style-type: none"> • Defined competition strategy explicitly linked to both participation and long term talent development • This may include: <ul style="list-style-type: none"> - Stage annual national championships - Programme of regional championships - Annual championships for juniors 	<ul style="list-style-type: none"> • Defined competition strategy explicitly linked to both participation and long term talent development - This may include: <ul style="list-style-type: none"> - Stage annual national championships - Programme of regional championships - Annual championships for juniors

10.2 Hosting Major Events

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> • Major events strategy 3, 5 and 7 years in advance, which complements 10.1 strategy • Where applicable, able to comply with all requirements of UK Sport's World Class Events Application Pack (NB UK Sport funding may not be available) • Actively seek to bid for and host world championships • Evidence based approach to hosting events with economic and sports development outcomes 	<ul style="list-style-type: none"> • Major events strategy 3, 5 and 7 years in advance, which complements 10.1 strategy • Where applicable, able to comply with all requirements of UK Sport's World Class Events Application Pack (NB UK Sport funding may not be available) • Actively seek to bid for and host world championships • Evidence based approach to hosting events with economic and sports development outcomes 	<ul style="list-style-type: none"> • Major events strategy 3, 5 and 7 years in advance, which complements 10.1 strategy • Where applicable, able to comply with all requirements of UK Sport's World Class Events Application Pack (NB UK Sport funding may not be available) • Actively seek to bid for and host world championships • Evidence based approach to hosting events with economic and sports development outcomes 	<ul style="list-style-type: none"> • Major events strategy 3, 5 and 7 years in advance, which complements 10.1 strategy • Where applicable, able to comply with most of the requirements of UK Sport's World Class Events Application Pack (NB UK Sport funding may not be available) 	<ul style="list-style-type: none"> • Annual consideration of long term event opportunities, on a scale appropriate to the size of the NGB. This might include local, regional or national events but unlikely to include international events

11.0 Partnerships

11.1 Introduction

If NGBs are to grow and remain relevant for their members and participants it is essential that the NGB has a strong relationship with the other main delivery agents of the sport, mainly Education, Local Authorities and the Commercial sector. NGBs should actively seek out partnerships with these key delivery agents to ensure that their sport is being adequately promoted, participants recognised and, where possible, converted to members.

11.2 Education

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> • A national education strategy detailing player development and the respective roles for primary, secondary, further and higher education. This may include: <ul style="list-style-type: none"> - A systematic approach to engaging all secondary schools with the process of talent development - Regular contact and direct support (as required) provided to Specialist Sports Colleges - Every secondary school informed of a local club with junior section - Partnerships with Higher Education to provide elite sports services (e.g. science, medicine, CPD, athlete education) - Establishment of education pathways (from primary school to university) for young participants linked to talent development programme • A series of initiatives to support delivery of the strategy. This may involve a key relationship with Youth Sport Trust supporting programme design and delivery • CPD opportunities targeted at Teachers 	<ul style="list-style-type: none"> • A national education strategy detailing player development and the respective roles for primary, secondary, further and higher education. This may include: <ul style="list-style-type: none"> - A systematic approach to engaging all secondary schools with the process of talent development - Regular contact and direct support (as required) provided to Specialist Sports Colleges - Every secondary school informed of a local club with junior section - Partnerships with Higher Education to provide elite sports services (e.g. science, medicine, CPD, athlete education) - Establishment of education pathways (from primary school to university) for young participants linked to talent development programme • A series of initiatives to support delivery of the strategy. This may involve a key relationship with Youth Sport Trust supporting programme design and delivery • CPD opportunities targeted at Teachers 	<ul style="list-style-type: none"> • A systematic approach to engaging identified schools with the process of talent development • Regular communication with Specialist Sports Colleges • Partnerships with Higher Education to provide elite sports services (e.g. science, medicine, CPD, athlete education) • Relationship with Youth Sport Trust supporting programme design • CPD opportunities targeted at Teachers 	<ul style="list-style-type: none"> • Every Local Authority area to have a nominated schools liaison officer or contact • Communication with Specialist Sports Colleges • Partnerships with Higher Education to provide some elite sports services • CPD opportunities targeted at Teachers 	<ul style="list-style-type: none"> • A schools liaison officer or contact

11.3 Local Authorities

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> • Communication strategy to determine regular contact with Chief Leisure Officers and Sports Development Staff • Joint commissioning and monitoring of mutually beneficial innovative projects • National facilities strategy in place (where applicable) • Long term service level agreements re the staging of championships and events • A portfolio of projects delivered in partnership with Local Authorities as beacons of good practice • Annual national and regional Local Authority "beacon" award, for most productive/beneficial work 	<ul style="list-style-type: none"> • Communication strategy to determine regular contact with Chief Leisure Officers and Sports Development Staff • Joint commissioning and monitoring of mutually beneficial innovative projects • National facilities strategy in place (where applicable) • Long term service level agreements re the staging of championships and events • A portfolio of projects delivered in partnership with Local Authorities as beacons of good practice • Annual national Local Authority "beacon" award, for most productive/beneficial work 	<ul style="list-style-type: none"> • Communication strategy to determine regular contact with Chief Leisure Officers and Sports Development Staff • National facilities strategy in place (where applicable) • Long term service level agreements re the staging of championships and events • Partnerships to fund and host sports specific staff in Local Authority departments • A portfolio of projects delivered in partnership with Local Authorities as beacons of good practice 	<ul style="list-style-type: none"> • Communication strategy to determine regular contact with Chief Leisure Officers • National facilities strategy in place (where applicable) • Negotiation of agreements to stage championships 	<ul style="list-style-type: none"> • Communication strategy to determine regular contact with Chief Leisure Officers • National facilities strategy in place where applicable) • Negotiation of agreements to stage championships as required

11.4 Commercial Sector

The commercial operators present a significant opportunity to access a much larger participant base and to develop revenue generating activities for the NGB.

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> • Recruitment of dedicated commercial Partners manager • Development of added value products and services for the commercial sector • Strategy for accessing participant base of commercial operators (affiliate programmes etc) • Regular attendance at BISL meetings / conferences • Recognition that NGBs can work effectively with the commercial sector 	<ul style="list-style-type: none"> • Recruitment of part time Commercial Partners manager • Development of added value products and services for the commercial sector • Strategy for accessing participant base of commercial operators (affiliate programmes etc) • Regular attendance at BISL meetings / conferences • Recognition that NGBs can work effectively with the commercial sector 	<ul style="list-style-type: none"> • Regular contact with commercial operators of both community and private facilities • Development of added value products and services for the commercial sector • Strategy for accessing participant base of commercial operators (affiliate programmes etc) • Representation at BISL events • Recognition that NGBs can work effectively with the commercial sector 	<ul style="list-style-type: none"> • Regular contact with commercial operators of both community and private facilities • Identification of areas of mutual benefit • Representation at major BISL events • Recognition that NGBs can work effectively with the commercial sector 	<ul style="list-style-type: none"> • Regular contact with commercial operators of both community and private facilities • Identification of areas of mutual benefit • Representation at major BISL events • Recognition that NGBs can work effectively with the commercial sector

12.0 Structure of Sport

12.1 Introduction

One of the key issues facing NGBs is the pressure to rationalise the number of NGBs and this was mentioned in particular in the Government’s Strategy Unit Report of December 2002. Whilst this may be an aspiration there should still be recognition of the need for home country representation. To do this effectively there is a requirement to ensure that there is adequate co-ordination between home country and UK/GB NGBs.

12.2 Model Structure

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> Each sport should be represented by no more than one governing body in each home country. In addition there should be one UK/GB representative governing body where sports are required to do so by their International Governing Body. 	<ul style="list-style-type: none"> Each sport should be represented by no more than one governing body in each home country. In addition there should be one UK/GB representative governing body where sports are required to do so by their International Governing Body. 	<ul style="list-style-type: none"> Each sport should be represented by no more than one governing body in each home country. In addition there should be one UK/GB representative governing body where sports are required to do so by their International Governing Body. 	<ul style="list-style-type: none"> Each sport should be represented by no more than one governing body in each home country. In addition there should be one UK/GB representative governing body where sports are required to do so by their International Governing Body. Alternatively the NGB may have only one UK body but in these circumstances adequate consultation should take place to ensure that the views of all home countries are adequately represented 	<ul style="list-style-type: none"> Each sport should be represented by no more than one governing body in each home country. There should be one UK/GB representative governing body where sports are required to do so by their International Governing Body. Alternatively the NGB may have only one UK body but in these circumstances adequate consultation should take place to ensure that the views of all home countries are adequately represented

12.3 Relationships with UK / Other Home Countries

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> Home country and UK/GB governing bodies should meet together at least once a year in order to co-ordinate policy and ensure that there is one integrated plan in place for the sport within the UK Wherever possible NGBs should share information and policy to ensure that “reinventing the wheel” is minimised. Hosting regular meetings (once a quarter), either face to face or conference calls, between functional heads to exchange ideas can best achieve this. There should be a high degree of transparency at UK NGB level to ensure that home country NGBs understand and accept the role of the UK NGB particularly on issues of finance and allocation of funds 	<ul style="list-style-type: none"> Home country and UK/GB governing bodies should meet together at least once a year in order to co-ordinate policy and ensure that there is one integrated plan in place for the sport within the UK Wherever possible NGBs should share information and policy to ensure that “reinventing the wheel” is minimised. Hosting regular meetings (once a quarter), either face to face or conference calls, between functional heads to exchange ideas can best achieve this. There should be a high degree of transparency at UK NGB level to ensure that home country NGBs understand and accept the role of the UK NGB particularly on issues of finance and allocation of funds 	<ul style="list-style-type: none"> Home country and UK/GB governing bodies should meet together at least once a year in order to co-ordinate policy and ensure that there is one integrated plan in place for the sport within the UK Wherever possible NGBs should share information and policy to ensure that “reinventing the wheel” is minimised. Hosting regular meetings (once a quarter), either face to face or conference calls, between key individuals to exchange ideas can best achieve this. There should be a high degree of transparency at UK NGB level to ensure that home country NGBs understand and accept the role of the UK NGB particularly on issues of finance and allocation of funds 	<ul style="list-style-type: none"> Home country and UK/GB governing bodies should meet together at least once a year in order to co-ordinate policy and ensure that there is one integrated plan in place for the sport within the UK Wherever possible NGBs should share information and policy to ensure that “reinventing the wheel” is minimised. Hosting regular meetings (once a quarter), either face to face or conference calls, between key individuals to exchange ideas can best achieve this. There should be a high degree of transparency at UK NGB level to ensure that home country NGBs understand and accept the role of the UK NGB particularly on issues of finance and allocation of funds 	<ul style="list-style-type: none"> Home country and UK/GB governing bodies should meet together at least once a year in order to co-ordinate policy and ensure that there is one integrated plan in place for the sport within the UK Wherever possible NGBs should share information and policy to ensure that “reinventing the wheel” is minimised. Hosting regular meetings (once a quarter), either face to face or conference calls, between key individuals to exchange ideas can best achieve this. There should be a high degree of transparency at UK NGB level to ensure that home country NGBs understand and accept the role of the UK NGB particularly on issues of finance and allocation of funds

12.4 Relationships with International Federation

Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> It is essential that the NGB has a regular and strong relationship with the International Federation. A nominated individual should have clear responsibility to ensure that this relationship is actioned and that sufficient influence is exercised. By its very nature this will require someone of very senior calibre from with the NGB Where possible the NGB should actively seek to influence International Governing Body policy in order to further develop the sport eg. By having UK representatives on IF Boards and committees. 	<ul style="list-style-type: none"> It is essential that the NGB has a regular and strong relationship with the International Federation. A nominated individual should have clear responsibility to ensure that this relationship is actioned and that sufficient influence is exercised. By its very nature this will require someone of very senior calibre from with the NGB Where possible the NGB should actively seek to influence International Federation policy in order to further develop the sport. 	<ul style="list-style-type: none"> It is essential that the NGB has a regular and strong relationship with the International Federation 	<ul style="list-style-type: none"> It is essential that the NGB has a regular and strong relationship with the International Federation 	<ul style="list-style-type: none"> It is essential that the NGB has a regular and strong relationship with the International Federation

Appendix 1

Model Job Description of an NGB Chief Executive

Purpose of Job:

- Work with the Chair to ensure that the Board formulates and regularly review the NGBs mission and strategic plan; ensure it is able to monitor annual plans and targets.
- Be responsible for staff leadership, management and administration of the organisation in the execution of the Board policies.
- Work with the Chair to ensure that the Board receives appropriate advice and information on all relevant matters and hence enable it to fulfil its governance responsibilities.

Principal Tasks:

1. Working with the Board

- Ensure appropriate presentation and reporting to the board on the progress of the NGB and on all matters relevant to the discharge of its responsibilities
- As agreed with the Chair develop policy proposals for Board discussion and decision
- Support the Chair in ensuring the continued engagement/ involvement of all members of the Board
- As appropriate, monitor and advise on the composition of the Board, its committees and the process of self assessment and development
- Ensure an annual calendar of meetings of the Board and its principal sub-committees is in place

2. Leading and Managing the Organisation

- Ensure that a long term strategy is in place which can guide the NGB in achieving its objectives
- Enable the NGB to articulate its corporate philosophy and value base; ensure that these are consistently applied across the organisation
- Be responsible to the board for the overall financial health of the NGB; ensure that expenditure is controlled in line with budgets as approved by the Board
- Ensure that the NGB discharges its constitutional and legal obligations
- Provide leadership to the management team, keep under review and appraise the work of staff reporting directly to the CEO
- Ensure that the organisation has the resources to operate as effectively as possible
- Establish and maintain an HR system which ensures leadership and maximises the potential of staff and is in keeping with the mission and values of the NGB
- Ensure the organisation is presented in an appropriate manner to its stakeholders

3. Promoting the NGB

- Maintain effective networks with all principal supporters and stakeholders
- Seek opportunities to expand and promote the role of the NGB

Source: ACEVO – Appraising the Chief Executive - A Guide.