

# Good Governance in Sport: A Survey of UK National Governing Bodies of Sport

Geoff Walters  
Linda Trenberth  
Richard Tacon  
Birkbeck Sport Business Centre  
Birkbeck, University of London

**Good Governance in Sport:**  
A Survey of UK National Governing Bodies of Sport



# NGB Modernisation Programme

- Government announced in 2001 that it would provide £7m in funding, managed through UK Sport, as part of a NGB Modernisation Programme
- *Investing in Change* - review of the Modernisation Programme - Modernisation defined as “the process of continuing development of a Governing Body towards greater effectiveness, efficiency and independence” (UK Sport, 2003: 1)
- Corporate governance was identified as a key success factor
- NGBs take part in an annual self-assurance process which provides the basis on which funding is determined – NGBs must meet certain standards relating to governance
- 2007 - UK Sport launched ‘Mission 2012’ - governance and leadership one of 3 key aspects

# The Objective of the Research

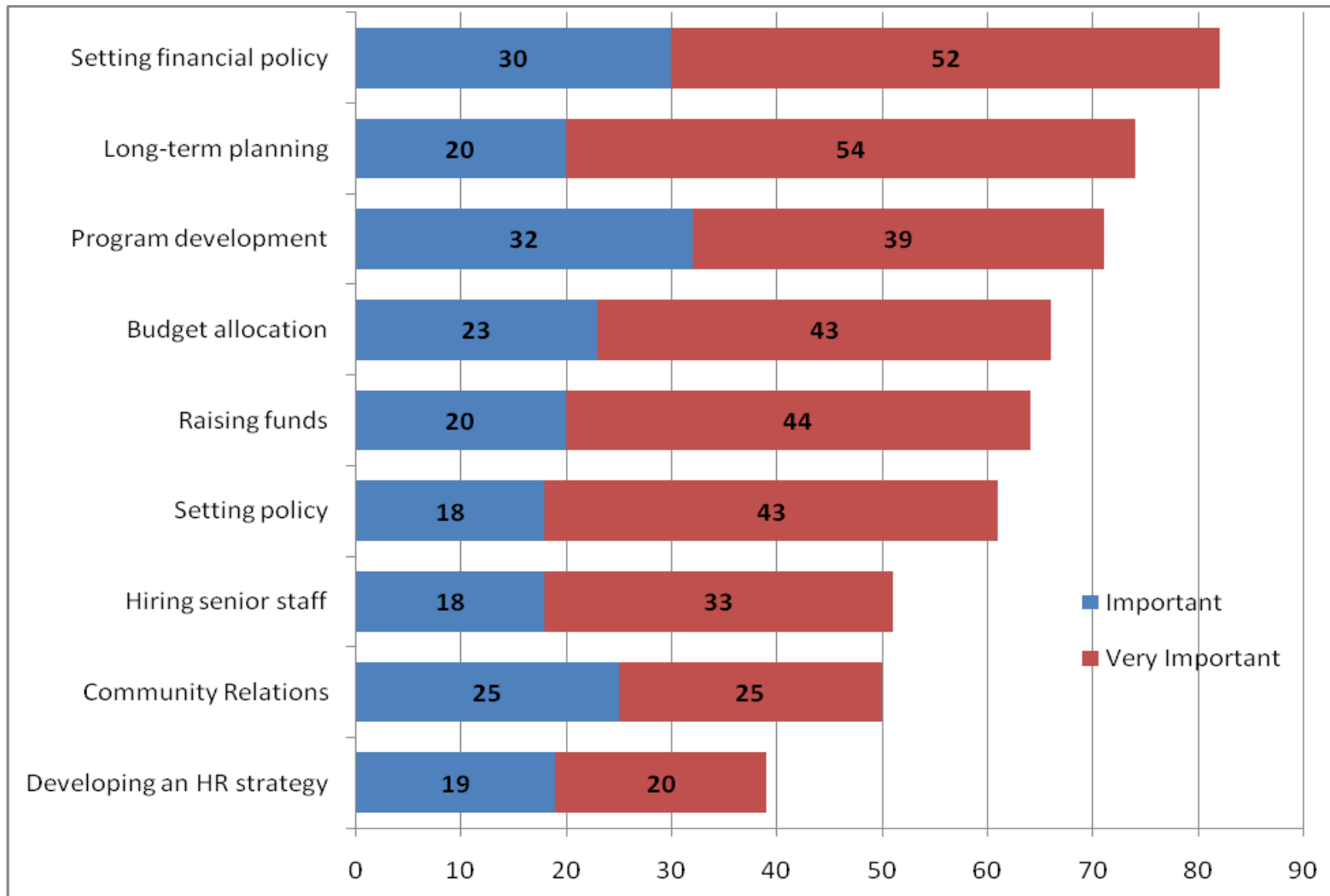
- Analyse standards of corporate governance at UK NGBs relating to:
  - the Board (size and composition; induction; professional development; evaluation; strategic planning)
  - Human resource management
  - Stakeholder relations
  - Corporate responsibility

# The Survey

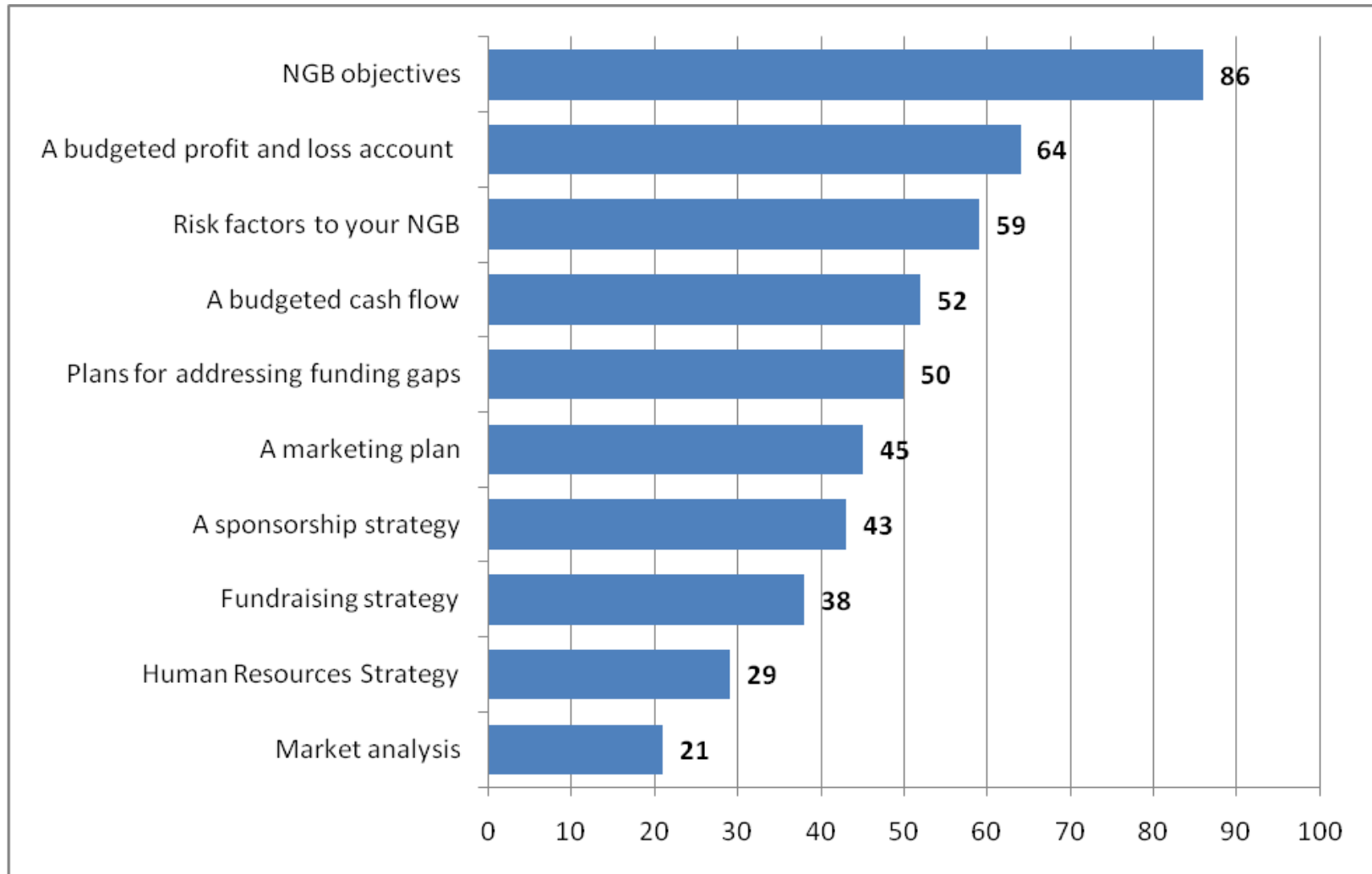
- Total of 291 NGBs from Sport England, Sport Northern Ireland, **sportscotland** and the Sports Council for Wales
- 60 NGBs responded – 21% response rate

Turnover	Number of respondents	Average number of full-time staff	Average number of paid part-time staff	Average number of member clubs	Average number of individual members
Over £5m	6	154	22	1,372	178,070
£1m - £5m	13	22	6	712	97,227
£500K-£1m	8	12	3	628	29,125
£200K-£500K	12	4	2	165	13,235
Under £200K	20	1	3	50	1,873

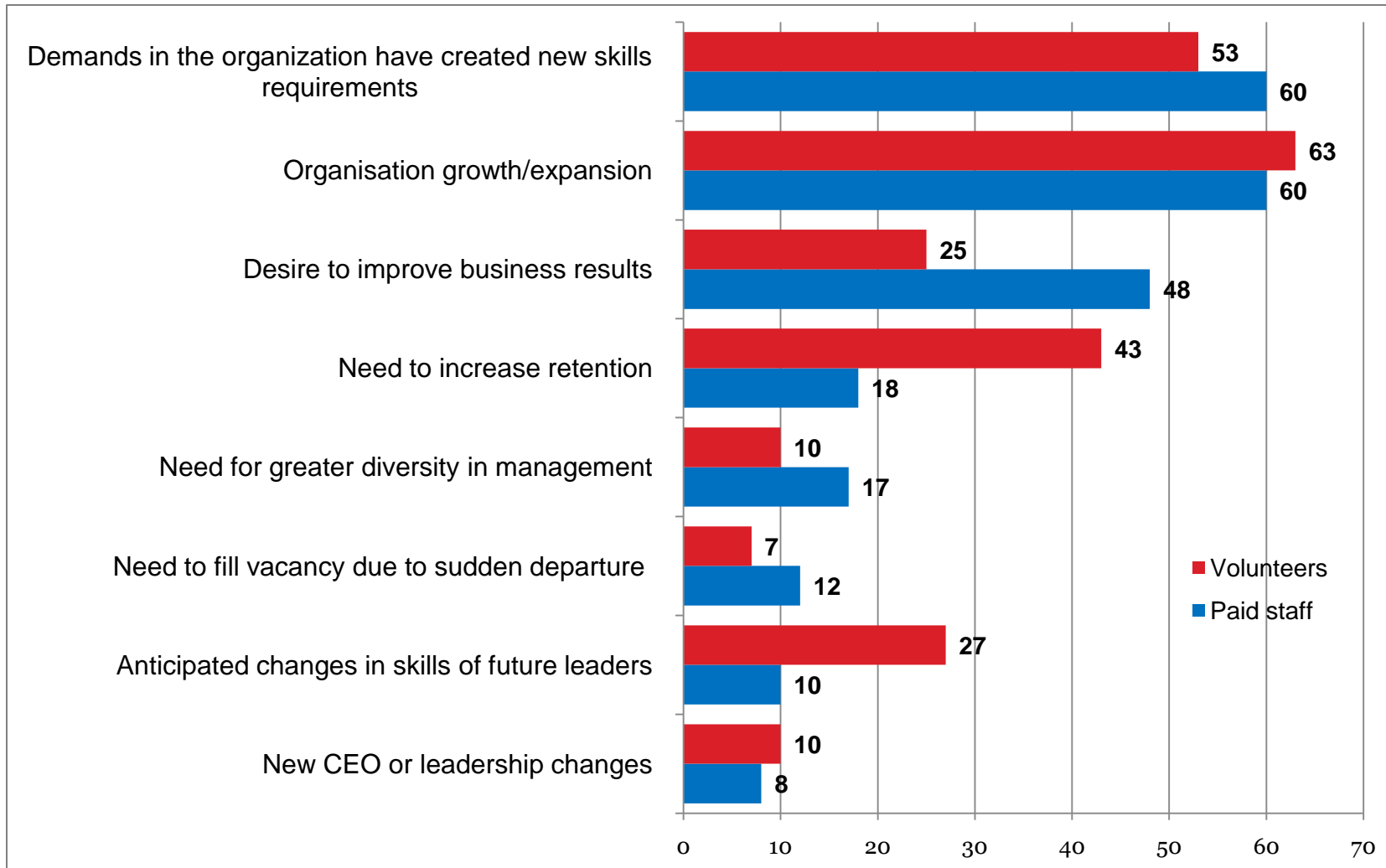
# The role of the board and committee



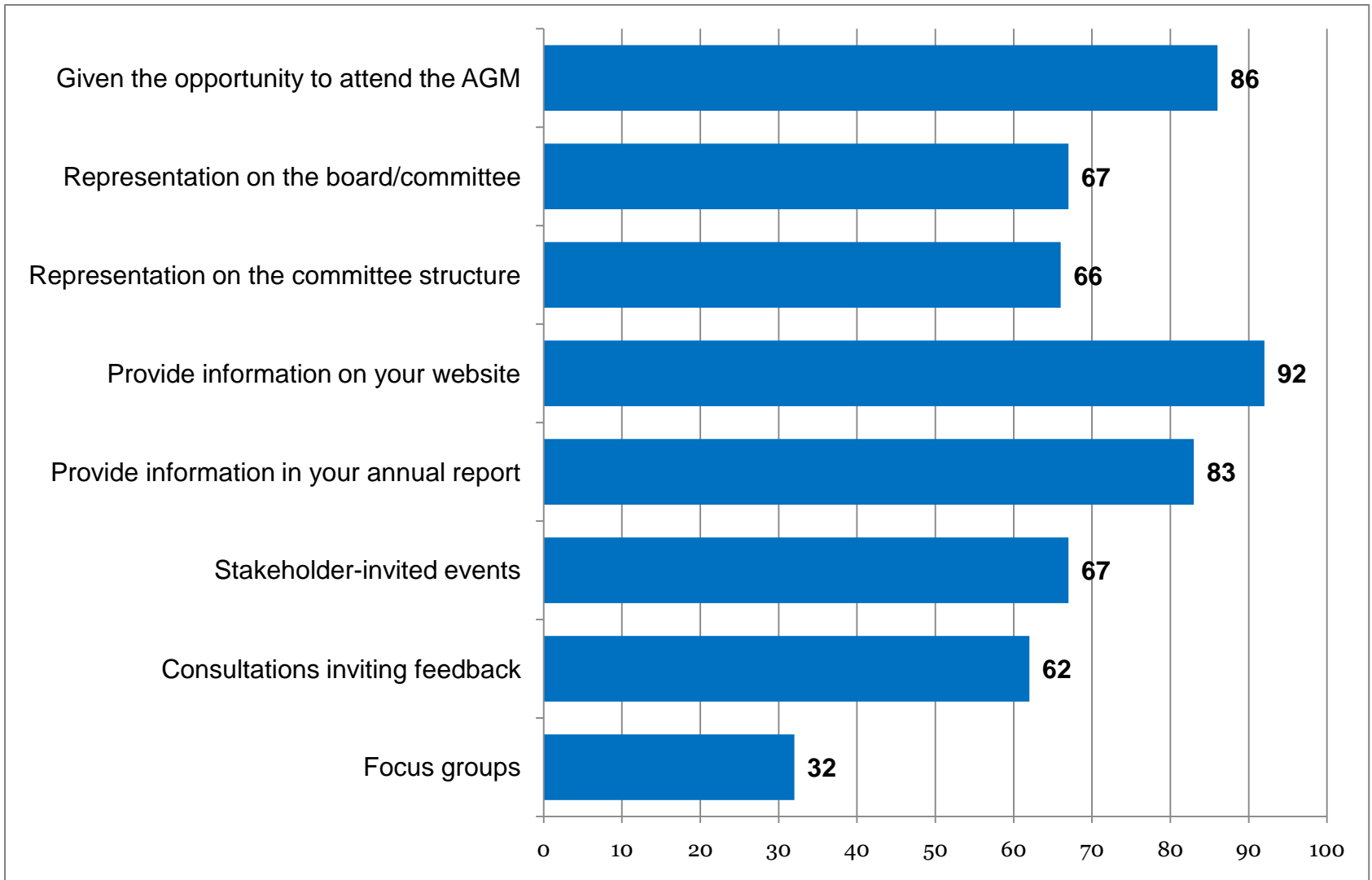
# Strategy



# HRM Challenges



# Stakeholder Management





# Conclusions

- **Good practice**
  - Almost all NGBs surveyed had a strategy that covered at least the next three years
  - a very high proportion of NGBs engage with stakeholders
  - It was also encouraging to see that the majority of NGBs have stakeholder representation at board/committee level
- **Areas for improvement**
  - board induction, board training, and the evaluation of board performance
  - scope for many NGBs to improve their approach to HRM
  - training opportunities for both paid and volunteer staff were identified by only one third of responding NGBs with little money spent on training