



Birkbeck, University of London  
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One voice for Sport and Recreation

# **Good Governance**

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- **Develop a clear understanding of the Principles of Good Governance**
- **Consider the key Governance challenges NGBs face going forward**
- **Explore how NGBs can improve their Corporate Governance**
- **Explain the role of the CCPR in helping NGBs to improve standards of Governance**

# Governance

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**Overall Direction**  
(Leadership)

**Effectiveness**  
(Strategy)

**GOVERNANCE**

**Accountability**  
(Monitoring &  
Reporting)

**Supervision**  
(Risk)

# Getting it RIGHT

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Open and Honest Culture

Confident

Organisation Delivers a Quality Service

Forward Thinking

**Good Governance**

Well Planned

Working towards a Common Cause

Well Managed

Staff and Directors abreast of their Duties and Responsibilities

Clear Leadership

# Getting it WRONG

Poor Service Provision

Fragile

Poor Relationship  
between Staff and  
Board

Oops

Chaotic

No Sense of Direction

Directors Unprepared  
for Eventualities and  
Unclear as to how best  
they can Contribute

Deficient Decision  
Making Processes

# Principle 1

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## Board Leadership

Every organisation should be led and controlled by an effective Board which collectively ensures delivery of its objectives, sets its strategic direction and upholds its values.



# Principle 2

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## Board Control

The members of the Board should collectively be responsible and accountable for ensuring and monitoring that the organisation is performing well.

(Compliance, Internal Controls, Prudence, Managing Risk, Equality and Diversity)



# Principle 3

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## High Performance Board



The Board should have clear responsibilities and functions, and should compose and organise itself to discharge them effectively.

(Duties, responsibilities, information and advice, skills and experience, development and support, the CEO)



# Principle 4

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## Board Review & Renewal

The Board should periodically review its own and the organisation's effectiveness, and take any necessary steps to ensure that both continue to work well.

(Performance appraisal, renewal and recruitment, review)



# Principle 5

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## Board Delegation



The Board should set out the function of sub-committees, officers, the Chief Executive, other staff and agents in clear delegated authorities, and should monitor their performance.

(Clarity of roles, delegation, terms of reference, monitoring)

# Principle 6

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## Board Integrity



The Board and individual Directors should act according to high ethical standards, and ensure that conflicts of interest are properly dealt with.

(No personal benefit, conflicts of interest, probity)

# Principle 7

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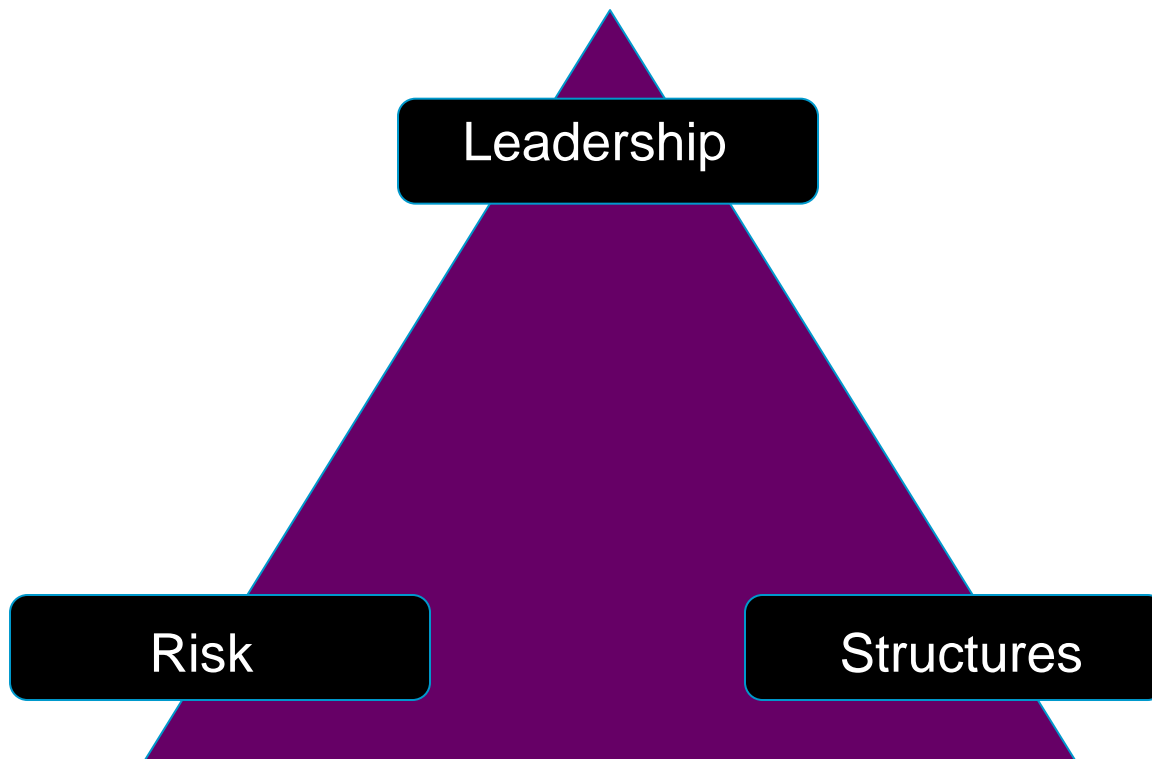
## Board Openness

The Board should be open, responsive and accountable to its users, beneficiaries, members, partners and others with an interest in its work.

(Communication, consultation, openness and accountability, stakeholder involvement)



# Challenges and Solutions



# Role of CCPR

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1. Support and Advice
2. Training
3. Toolkit
4. Coordination



# 1. Support and Advice

- Sports Governance Committee  
(will look to have a place on this Committee to ensure that all sport and recreation NGBs are represented)
- Formation of 'CCPR Panel of Governance Experts'
- Future – establish a Compliance Officers Network
- Dedicated Compliance Officer to provide a helpline



# 2. Training

- Workshops
- National Conference – Fair Play and Sport – Fact or Fantasy?
- CEO Conventions – Theme 2010 – CEO and Chair Relationship
- CEO Training Programme





# 3. Toolkit

- Provide the toolkit and act as the first place for sports to turn
- Smart Sport – Platform for knowledge sharing across the sector  
Provides knowledge, example documents, policies and procedures and signposts sites for further information
- Briefing Notes to keep members aware of issues
- Policy work to identify potential issues
- Compliance Alerts
- Future – Compliance Newsletters



# 4. Coordination

- Working with the national agencies to identify areas to where CCPR needs to take a lead
- Take a lead on areas where there is a gap in the sector and a lack of support



Thank you

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