



# Code for Sports Governance Review

Rob Morini and Lynsey Tweddle

In partnership with



# Overview

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- Background to Code
- Scope of review
- What we've learned
- Direction of travel





# Implementation and impact

## Sector changes

- Reforms to board membership
- Improved transparency
- Maximum term limits

## Support initiatives

- Sports Governance Academy
- Perrett Laver partnership
- Knowledge exchanges
- COVID support
- Specific project support



# Reflections

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- Risk of being top down... but **strong engagement and collaboration** from funded partners, applying the Code not as a tick box exercise
- Ongoing **feedback from partners** on what has or hasn't worked, and where more support is required. We want this to continue.
- Standard framework - but recognise **no one size fits all**. Our approach to applying the Code needs to be pragmatic and flexible, yet consistent.
- Opportunities for more **effective working** between funding councils and funded bodies
- **Tangible impact** on structure of decision-making bodies. But recognise good governance is more than a Code...

# International impact

- Significant **international attention**:
  - Countries emulating the Code: eg. Poland, Japan, Australia
  - Principle of autonomy vs safeguarding public investment
  - Principle of democracy vs independents
- NGBs actively engaging in shaping **international sports governance**, using the Code as reference
- **International Partnership (IPACS)** established to promote good governance through common framework. Includes IOC, several international federations and other governments



**IPACS**  
INTERNATIONAL PARTNERSHIP  
AGAINST CORRUPTION IN SPORT

## **Government to order review of rules to address lack of black leaders in sport (Telegraph – 11 June 2020)**

*“I am committed to working with sports to ensure opportunities to progress are open to all, from athletes to administrators, to board members.*

*“The time is absolutely right to review the Sports Governance Code, and set new expectations. I will be working with UK Sport and Sport England to ensure the sport sector leads by example.”*

*(Nigel Huddleston, Sports Minister)*

## Sport England/UK Sport press release – July 2020

*“We are more aware than ever of the work that remains to be done, particularly where equality and diversity at board and leadership level is concerned. With Black, Asian and minority ethnic numbers at board and leadership levels quite rightly in the spotlight at the moment, this must not be another false dawn for addressing the racial inequalities that exist within sport, and the review of the Code for Sports Governance will serve as one of the key pieces of work on this front.”*

(Tim Hollingsworth, CEO Sport England )

*“Our desire to conduct a substantive review of the way in which the Code can help to drive equality and diversity, forms an important part of our commitment to creating a high performance system that is truly inclusive.”*

(Simon Morton, Chief Operating Officer, UK Sport)

# Review scope and approach

## Scope

- General review but targeted focus on diversity and inclusion
- Review of best practice governance developments to ensure Code is current & ‘future-proofed’
- Consideration of new areas for inclusion

## Approach

- Diverse and inclusive project management
- Evidence based – eg. diversity audit
- Consultation – managed independently
- ‘One team’ Sport England and UK Sport partnership
- Expert legal advice



# What we've learnt

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## Experiences and impact of the Code

- Vast majority of responses indicate the Code has been **effective and helpful** for their organisations.
- Some experienced significant **resistance or challenge** to the changes required to comply with the Code
- Two **main areas of impact**:
  - Tightening of their organisation's governance overall
  - Equality and diversity on the board, through increase in women (gender target)
- Many noted that these changes have filtered down in their **organisations' culture**
- Areas for improvement: **accessibility, interactive tools, proportionality**

# What we've learnt

## Feedback on future focus

- Many stakeholders see **ED&I** as a key area of focus for their organisation and the sector as a whole - and welcome the Code as a tool to support change
- Organisations look strongly to UK Sport and Sport England for **support** in this area
- Vital area is **recruitment**. Many organisations struggle to look outside the pool of known potential Board members, and many recruit from their membership bodies (apart from INEDs).
- **Specialist support** such as from Perrett Laver welcomed



# What we've learnt

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## Feedback on future focus

- Inclusion of topics such as environmental sustainability and safeguarding
- Expansion of the Code from Boards to other parts of the organisation
- Board culture has been identified of paramount importance
- Ongoing transparency, eg. sharing information in the public domain

## Support

- Further guidance and support from Sport England and UK Sport in how to best apply the Code, Directors' roles & responsibilities etc (eg. case studies, guidance, examples from across the sector)

# Direction of travel

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- Review complete – announcement expected shortly
- Sport England and UK Sport committed to supporting the sector to improve and strengthen governance as part of our future strategies
- Focus on sector ownership
- Recognise impacts of COVID-19
- Diversity. Growth. Resilience.



