



‘Investing in Change’ – High Level Review of the Modernisation Programme for Governing Bodies of Sport

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**Deloitte
& Touche**



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1 EXECUTIVE SUMMARY

Introduction

The advent of lottery funding provided a huge boost for sport across the UK, both at elite and grassroots level. The extra funds have provided opportunities to thousands of people to enjoy their sport at every level, and has, without doubt, significantly changed the sporting scene in the UK for the better. In return, the Government has made it clear that it intends to shift its funding emphasis for sport from inputs to outcomes. This is leading to greater prioritisation within and between sports, and a closer funding focus on those aspects of a sport's activities which deliver broader Government objectives for both the health of the nation and in elite performance.

The administrative infrastructure of sport has sometimes struggled to keep pace with these developments. The new sporting world requires changes to be made to all aspects of the way sport in the UK is managed and delivered, from sports councils to the individual governing bodies of sports. The Government sought, through the *Game Plan* report, to address the future roles and responsibilities of the sports councils. It recommended a number of changes to current structures and policies in an attempt to improve the efficiency and effectiveness of the sports councils. These changes should improve the support the sports councils can offer to sport across the UK. The purpose of this report, entitled *Investing in Change*, is not to repeat that analysis, but to focus on the governing bodies of sport and their major contribution to the sporting life of the nation.

The Government fully recognises that governing bodies are key to the delivery of sport in this country. It also recognises that, if they are to play a full role, many will need to reform themselves to meet the challenges of sport in the 21st Century. Most governing bodies grew "bottom-up" rather than the more traditional "top-down" of business organisations. This, and in some cases the distorting impact of sports council funding, has resulted in some governing bodies having insufficient capacity to effectively manage growth, the change process and to deliver the outcomes necessary for the wellbeing of their sport.

This report demonstrates that some governing bodies lack the basic administrative and professional support which is essential for any organisation. Others are overly dependent on government funding, and would find themselves in significant difficulties if that funding were reduced. However, while we found evidence that there is a significant amount of good practice around, change is clearly necessary. The Government has a direct interest in ensuring that governing bodies in receipt of public funding have the systems and structures necessary to make effective and efficient use of that funding. In turn, governing bodies have a direct interest in ensuring that they have in place the systems and structures necessary to lead and develop their sport, whether in receipt of public funding or not.

The Modernisation Programme

In 2001 the Government established, through UK Sport, the Modernisation Programme, which is intended to help governing bodies to undergo the process of necessary change explained above. This report is intended to help define what the modernisation process should mean for governing bodies. In particular, it seeks to provide clear, practical advice to governing bodies on the structures, systems and processes which they need in order to operate effectively and efficiently. In a nutshell, the definition of Modernisation for this report was taken to mean,

"The process of continuing development of a Governing Body towards greater effectiveness, efficiency and independence."

Some funding is available to assist governing bodies of priority sports (either across the UK or within home countries) seeking to undergo a modernisation process. However, the process of modernisation should not be seen as being dependent on receipt of additional funds. It is the intention of this report to provide guidance and assistance to all governing bodies, irrespective of size or funding. Even the smallest governing body should find useful and relevant elements of the model framework.

Modernisation should be driven by governing bodies themselves. It must not be seen as yet another initiative imposed on governing bodies, but rather something done *by* governing bodies *for* governing bodies, with support from partners where appropriate. The report is designed to be a tool for governing bodies to access and use in their planning. It also makes a number of recommendations for the sports councils and other partner organisations in relation to establishing support systems and structures for governing bodies to access as they seek to modernise. In the short term, resources may need to be channelled towards developing support structures for governing bodies which will be self-sustaining in the medium to long term.

The key message of the report is that for too long, many governing bodies have survived despite their weaknesses, rather than succeeded because of their strengths. In some cases, this has resulted in an over dependence on the sports councils, to the detriment of the sport's independence and ability to focus on its own strategic priorities. This has been a direct result of many years' failure by all partners involved in sport to invest in the systems, structures, and above all, people, that governing bodies need. This false economy has hindered the development and growth of many governing bodies, with wider consequences for their sports. If we are to secure the future of sport in this country and reap the maximum benefits from the funding available, then there must be change. The *Investing in Change* project is intended to offer guidance to governing bodies on how they might address these issues.



The structure of this report

Our report is split into nine sections. We set out below a summary of each of the sections.

Introduction and Aims of the Report - Section Two

This section includes the project methodology and terms of reference.

The Context for *Investing in Change* - Section Three

This section sets the context for the project. As well as setting out Government's objectives for sport and defining what an NGB is, it also examines two specific topics:

- The rationalising of NGBs; and
- The role of NGBs as facilitators or delivery agents.

There has been a significant debate about the number of governing bodies and the need to rationalise those (some 300 or more) that are currently recognised by the Sports Councils. This has been considered as part of the study and the report distinguishes between separate home country NGBs and multiple sub-groups within a country, each claiming to be an NGB. The report recognises the demand for home country NGBs within the same sport, and does not recommend that these home country NGBs be merged into one single body. However, it does recommend that the home country NGBs seek ways of obtaining better communication and collaboration across their sport in the UK.

As to whether NGBs are facilitators or delivery agents of sport, it is clear that whilst NGBs can deliver sport through their club structure, much sport in the UK is still delivered through other delivery agents – mainly Local Authorities and the commercial sector. Currently, there is a significant risk that further funding of sport may bypass NGBs and go straight to the delivery agents, something that could be negative for a sport's development. It is vital that NGBs demonstrate more clearly what they deliver to contribute to funders' objectives, and that they have a structure which is sufficiently robust to deliver those objectives.

What is Modernisation? - Section Four

This section examines what the modernisation process means for NGBs and in so doing answers the following questions about modernisation:

- What is it? – “The process of continuing development for an NGB towards greater effectiveness, efficiency and independence”.

- Who and what is driving it? – Government, Sports Councils and the NGBs themselves, from both “top down” and “bottom up”.
- What are the benefits? – Improved delivery, enhanced credibility, less financial dependence, more operational autonomy, better health & safety compliance and capacity to meet the demand for participation.
- What are the key building blocks? – These are grouped under four headings:
 - Values – Professionalism (including excellent ethical and equity practices), Commercialism, Collaboration, Autonomy and Inclusion
 - Strategy – Strategy setting, evolution, prioritisation & focus and self-investment
 - People – key staff, training, volunteers and communication
 - Systems – accountability & transparency and technology
- What are the challenges? – Gaining buy-in from NGBs, translating policy into everyday action and the co-ordination between Government and Sports Councils in their approach to NGBs.

The Core Purpose and Structure of NGBs - Section Five

This section explores the core purpose and structures of NGBs, with particular reference to:

- The stakeholders of NGBs – Our analysis identified the typical set of stakeholders for an NGB, and found that NGBs do not always recognise, or effectively prioritise, their full set of stakeholders.
- The core purpose and functions of an NGB - These were identified as providing vision and strategy for the sport, managing sports administration, managing partnerships, responsibility for the development of the sport and managing the day to day operation of the NGB;
- How NGBs fit into a broader “Sportscape” - NGBs have a key central role as agents and should act as hubs to forge links and partnerships with stakeholders;
- The alignment and misalignment of NGB goals with those of other key stakeholders – Whilst there is a broad alignment of goals, there are divergent views in several areas. For example improving the health of the nation is a Government objective but not a core objective for NGBs who see it more as an outcome. Government also view elite athletes and more medals as a higher priority than most NGBs. NGBs feel that Sports Councils have too much influence by comparison to other stakeholders.

The macro structures for NGBs within sport –There is a need to recognise that there is



more than one model for the structure of a sport. Whilst a federation may work for some sports, it may not for others. However, our findings do point to some structures which are not generally suitable. These typically represent small interest groups within the same sport in a single home country but which are recognised as NGBs.

Barriers to Delivering Core Functions (Barriers to Modernisation) - Section Six

This section looks at the challenges to modernisation and, in particular, examines factors both external and internal to NGBs that can present barriers to an NGB delivering its core functions. We have identified these to be as follows:

External Factors:

- Initiative-led rather than strategy-led funding;
- Over reliance on grant funding and limited reserves;
- Too many organisations setting strategy and not enough delivery;
- Limited performance measures; and
- Fragmented delivery of funding.

Internal Factors:

- Reluctance of NGBs to invest in themselves;
- The struggle to recruit high quality staff;
- Too much time spent on firefighting;
- Difficulty in retaining and recruiting volunteers;
- Limited focus on member services;
- Ignoring basic business principles; and
- Poor corporate governance and financial mismanagement.

It will be essential for NGBs to recognise that they can overcome almost all of these internal barriers and can influence the external barriers. Governing bodies should not use the presence of external barriers as a reason to avoid tackling internal ones.

The Competencies Needed to Become More Efficient and Effective NGBs - Section Seven

This section examines the following questions

- How can NGBs of different sizes be categorised into similar sized groups?

- What are the key “success factors” for NGBs to become more efficient and effective?
- For an NGB in a particular category what are the realistic achievement targets for each success factor?

In order to give clear guidance to NGBs on what would make them more efficient and effective, a framework of success factors has been prepared which recognises the difference in size and scale of NGBs and their capability to deliver change. Five different categories of NGB have been identified from the very smallest with a turnover of less than £35,000 per annum, no paid staff and fewer than 50 members or clubs, through to the largest mass participation sports.

This framework sets out specifically, and in detail, what an NGB in each specific category should aim to achieve across a range of twelve criteria.

The twelve success criteria are as follows:

1. Effective corporate governance;
2. Sport & business administration;
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 the commercial sector; and
12. Structure of Sport.

This framework is provided as a self-contained section of the report – *National Governing Bodies of Sport – Success Criteria and Model Framework*



The Process for NGBs to Assess Competence - Section Eight

It is the responsibility of each governing body to assess themselves against this framework and to identify a development plan for those areas where they are not achieving the required standards. Not every aspect of each model will be relevant to every governing body, and not all governing bodies will fit neatly into a single category, although most should find one category more relevant than others. All governing bodies, however, should seek to undertake the process of reviewing their current structure and practices against the recommended models, identifying gaps and, where appropriate, planning action to address those gaps.

Recommendations for Modernisation - Section Nine

This section sets out the recommendations of our study. To complement the success framework we have identified ten key actions that NGBs should be addressing as a priority:

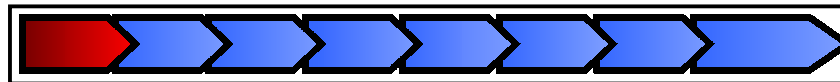
1. Financial independence should be the target for all NGBs;
2. Larger NGBs should professionalise their senior management;
3. Governance standards should be improved;
4. Staff, Board members and volunteers should be adequately trained;
5. There should be a rationalisation of sub-groups within sports to minimise duplication;
6. There should be greater collaboration amongst Home Country and UK/GB NGBs;
7. There should be more effective communication with members, participants and the wider stakeholder group of NGBs;
8. Partnerships should be developed with delivery agents;
9. There should be customer focus on members and participants; and
10. NGBs should measure their performance.

Finally, the Sports Councils can assist in this process by encouraging and facilitating NGBs to implement the process and where necessary, to fund projects in those priority sports to make this happen.

Next Steps

This phase of the Investing in Change project has been diagnostic, culminating in the production of this report. The key challenge going forward will be to implement the findings of the report and encourage NGBs to make the transition towards Modernisation. At the end of Section Eight, we also include the next steps and a high level roll out programme, which sets out how this project can be taken forward.

We recommend the sports councils arrange a series of seminars to help disseminate the key messages of the report, and work with other delivery partners to develop support mechanisms for governing bodies seeking to modernise. The key recommendation, however, which is not dependent on sports council or other delivery partner actions, is that governing bodies commence the process of self-assessment to determine their own modernisation programme.



2 INTRODUCTION & AIMS OF THE REPORT

2.1 Introduction

Sport in the 21st Century is becoming increasingly globalised and competitive, not only in the sporting arena, but also in the boardroom. Just as our top athletes search for every opportunity to improve their performance, so too must the bodies that govern sport.

In many cases, the increase in funding for performance has placed considerable strains on existing governing bodies. There is a need for NGBs to increase their capacity and professionalise their organisations to provide a more efficient and effective operation.

As a result, UK Sport (in association with the Home Country Sports Councils) has developed a 'Modernisation Programme' - backed by the Government - designed to help sport's governing bodies respond to change, by finding innovative ways to improve their structures and systems, developing a winning culture that will enable them to increase participation and develop talent.

In the first year and half of the Programme, UK Sport has funded 12 pilot projects and 40 small and medium size governing body initiatives - ranging from major structural reviews to investment in human resource, management information development and the promotion of best practice in sporting policies.

2.2 Investing in Change

To assist sport's governing bodies with taking appropriate steps towards lasting change, the '*Investing in Change*' project has been developed as a specific initiative within the Modernisation Programme. It will:

- Produce a practical framework of optimum model governing body structures, together with appropriate tools to help sports identify which models would best suit them and develop plans incorporating practical steps, to help them along their journey.
- Enable Sports Councils and Government to prioritise funding to support governing bodies with the change management process both now and into the future.

2.3 The Aims of this Report

This report reflects the findings of the '*Investing in Change*' project, commissioned by UK Sport and which has been overseen by a steering group with representation from:

- Home Country Sports Councils;
- UK Sport;
- Governing Bodies of Sport (NGBs); and
- Two independent representatives nominated by the DCMS Sports Minister.

The purpose of the study was to identify the following:

- Optimum models for NGB performance; and
- Change management action plans to help guide NGB performance.

We believe there are strong reasons for NGBs to embrace modernisation, for the benefit and future of their own sport. That said, this report recognises that NGBs cannot be compelled to modernise, although they should also take a view of the consequences to their sport should they decide to retain the 'status quo'. Modernisation has to provide clear and tangible benefits to the NGBs, their members and participants. We believe that those benefits are evident within this report.

This report also recognises that all governing bodies are not the same.

- Some NGBs are focussed primarily on participation, others focus mainly on elite performance;
- Some NGBs have few members and are grouped in quite distinct geographical areas of the UK, others are ubiquitous throughout the UK;
- Some NGBs have a turnover of less than £50,000 per annum, others have a turnover of more than £10,000,000 per annum;
- Some represent a home country, others represent UK/GB; and
- Some may not strictly be NGBs at all.

In recognising that all NGBs are not the same, this report develops solutions that reflect the diversity that currently exists.

Finally this report should not be seen as the definitive answer to modernisation but as a tool to help NGBs with the process of continuing development towards greater effectiveness, efficiency and independence in how they deliver their services.

2.4 Methodology

Below we outline, at a high level, the methodology employed in producing this report and the accompanying Competency framework for NGBs.

Our approach comprised five main phases - as outlined below in Figure 1 below.

It is particularly worth noting the scale of primary research and consultation during phase two of the project. It was crucial to consult widely on this project given the diversity of NGBs in terms of size and resources, and that NGBs may represent UK, home country or further subgroups of a sport.

Hence, our primary research and consultation comprised:

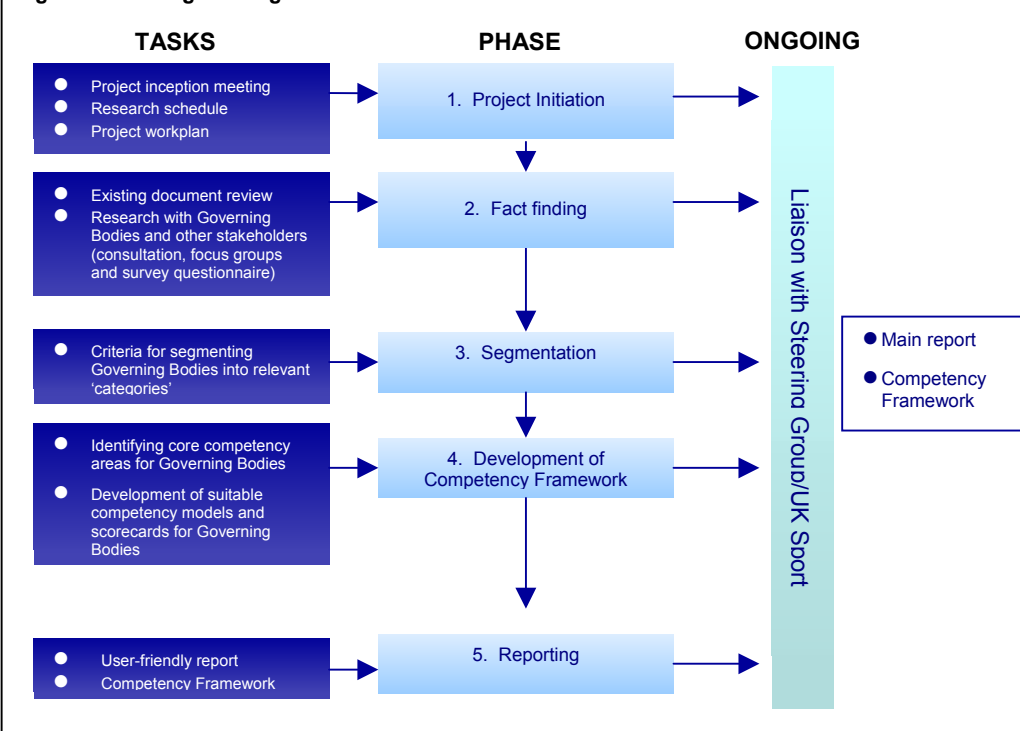
- **One to one consultations** with NGB representatives and key influencers - Government, Home Country Sports Councils and Sports Associations and other relevant multi-sport organisations. (A list of consultees is provided as Appendix 1 to this report).
- **Focus groups** with NGBs, not already covered in one-to-one consultations. To ensure that home country level NGBs were included, focus groups were conducted with NGBs in England, Scotland, Northern Ireland and Wales. (A list of consultees at focus groups is provided as Appendix 1 to this report).
- **Questionnaire survey.** All officially recognised UK NGBs, whether previously consulted or not, were eligible to participate in the '*Investing in Change*' NGB survey. This was possibly the most comprehensive consultation exercise ever undertaken with UK NGBs. Almost 300 NGBs were invited to participate, by filling in a questionnaire on-line (or in hard copy if preferred) and responses were gained from 141 NGBs. This provided a sound sample base upon which to base the quantitative results from the survey.

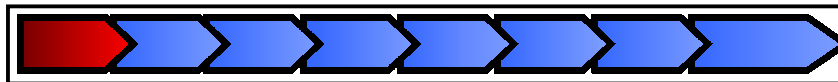
The breakdown of the sample was as follows:

- 40% - UK/GB level NGB
- 58% - home country level NGB
- 2% - other

Appendix 2 provides a specimen copy of the questionnaire.

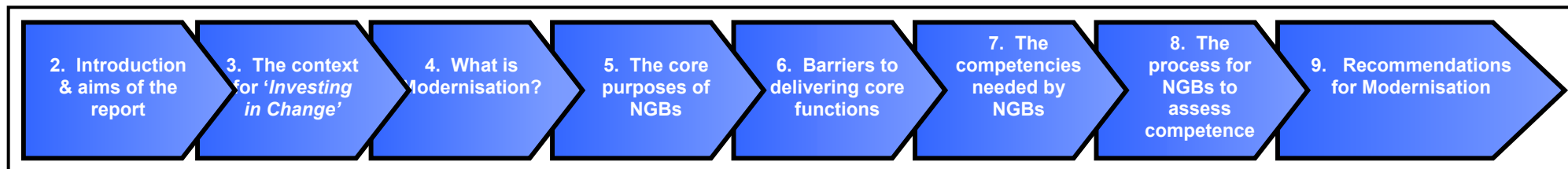
Figure 1: Phasing of assignment





2.5 Report Structure

The report is structured in the following chapters. Throughout the report, in the header, this 'flow diagram' will help the reader plot their progress to Recommendations.





3 THE CONTEXT FOR 'INVESTING IN CHANGE'

3.1 Introduction

There are over 300 National Governing Bodies (NGBs) recognised by the Sports Councils, representing over 100 sports in the four home countries of the United Kingdom

In April 2000 the Government published its strategy for the development of Sport over the next decade, *A Sporting Future for All*. In the Prime Minister's introduction he stated:

"The Government does not and should not run sport. Sport is for individuals, striving to succeed – either on their own or in teams. However those individuals together or alone need the help of others – to provide the facilities, the equipment, the opportunities. So there is a key role to play for those who organise and manage sport – local authorities, sports clubs, governing bodies, the Sports Councils and the Government"

The report also identified a number of key roles for governing bodies including, amongst others:

- Training, support and recognition of volunteers;
- Creation and maintenance of an accreditation scheme for clubs with high quality junior sections;
- Creation of a national talent development plan identifying pathways from grassroots of their sport to the international stage and integrating the needs of disabled sportspeople; and
- Identification of the most talented 14 year olds to attend Specialist Sports Colleges.

A fuller analysis of the roles the Government sees for NGBs is included in Section 5.

3.2 What is a Governing Body?

At the outset of this study it was essential to define what is an NGB. We have defined an NGB as an organisation which carries out most, if not all, of the following:

- Prepares and implements a vision and strategic plan for the sport;
- Promotes the sport;
- Manages the rules and regulations of the sport, including anti-doping;
- Administers officials of the sport;

- Establishes and maintains links with the international governing body / federation;
- Encourages participation;
- Develops talent;
- Develops elite athletes; and
- Organises and hosts competitions.

For the purposes of this study we are clear that special interest groups or groups that represent only one constituency of a sport, are not NGBs.

A full discussion and examination of the 'core purpose' and activities of NGBs is included in Section 5.

3.3 Rationalising NGBs

There has been a great deal of discussion about the number of governing bodies that exist in the UK and there have been calls to reduce the number in existence. Whilst this report supports the general view that there should only be a maximum of one NGB for a sport in each home country, it is essential to also recognise the legitimacy of those home country NGBs. We note that whilst devolution is often cited as the reason for the increased numbers of NGBs, many home country NGBs significantly predate devolution. The opportunities for rationalisation are most apparent in sports where there are multiple organisations within a home country NGB – for example relating to specific sub-disciplines of the sport.

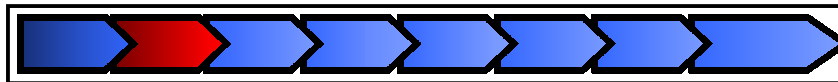
At both UK and home country level it is also necessary to recognise that a number of sports are established around a federation structure with each discipline / activity having its own member body.

For a fuller discussion on the structure of sports and NGBs - see Section 5.

3.4 Funding of Sport

NGBs are currently funded from a number of different public sources - and via many different programmes and initiatives - which include:

- Exchequer funding;
- Lottery awards;
- Other initiative based funding.



The variation attached to the different components mentioned above can lead to quite stark and contrasting levels of funding being received. Some sports with very sizeable turnover (e.g. over £20m per annum) receive little, if any, public sources of funding but others with turnover of less than £50,000 per annum receive no public funding either. However, a large proportion of other sports (particularly Olympic sports) receive significant levels of Exchequer and Lottery support, both in terms of a percentage of their actual turnover and in absolute cash terms.

In the case of Sport England this funding (direct to the NGB) amounts to approximately £38.5m in the year 2001-2002. This compares with estimates of £2.2bn going into sport as a whole¹ of which 90% is channelled through Local Government.

In addition, the Government - through the Sports Councils - is funding a number of major initiatives. For example, in 2003/2004 plans for Sport England show £40m per annum will be channelled into School Sports Co-ordinators². From this it can be seen that whilst sport in general is receiving significant sums of governmental money direct, NGB support is much lower.

3.5 Facilitator or Delivery Agent?

One of the reasons that NGBs receive such a limited proportion of the overall investment in sport is that, typically, NGBs are primarily facilitators for their sport. They do not deliver the sport to most participants – i.e. own and provide facilities, employ instructors etc. The majority of sports are currently delivered through schools, local authorities, the commercial sector and, of course, the club structure, which NGBs administrate. The only area where NGBs deliver directly is at talent development / elite level programmes.

One of the key drivers for NGBs to modernise is that unless they deliver against funders' objectives – participation, developing talent and elite performance - there is a significant risk that further funding will bypass them and go straight to the point where sport is actually delivered to participants. We believe such a trend would generally be negative for a sport's development as NGBs should continue to have a major role to play within their sport. For example, NGBs are crucial for providing competition frameworks, from grassroots to international level and for administering the club structure.

It is also necessary for NGBs to demonstrate more clearly *what they deliver* to contribute to funders' objectives. The only clear current performance measure that currently exists is that of medals won in major competitions.

It is up to NGBs to demonstrate, to funders, the value of their role as facilitators and the contribution they make in ensuring delivery is of the highest standards. The modernisation project has the potential to reposition the role of NGB as the central agent at the hub of a sport to forge partnerships with and between 'delivery agents' to facilitate the delivery of their sport.

¹ 'Game Plan: A strategy for delivering Government's sport and physical activity objectives', para 1.46. DCMS / Strategy Unit 2002

² DCMS Annual Report 2001/2002 p 70

4 WHAT IS MODERNISATION?

As a context for this report, this section answers some key questions around the issue of 'What is modernisation?'

The diagram below summarises the contents for this section:

Key question	Contents
<i>What is the definition of modernisation?</i>	Section 4.1: Modernisation – a definition
<i>Who and what is driving modernisation?</i>	Section 4.2: The drivers for modernisation • NGBs (4.2.1) • Government and Sports Councils (4.2.2)
<i>What are the benefits of Modernisation?</i>	Section 4.3: The benefits of modernisation
<i>What are the key 'building blocks' of modernisation?</i>	Section 4.4: The 'building blocks' of modernisation
<i>What are the challenges facing modernisation?</i>	Section 4.5: The challenges of Modernisation • Buy in from NGBs (4.5.1) • Planning and implementing change (4.5.2) • The role of Government and Sports Councils (4.5.3)

4.1 Modernisation – a definition

For the sake of this project, the simple definition of 'Modernisation' for NGBs is taken to be,

“The process of continuing development for an NGB towards greater effectiveness, efficiency and independence.”

This is a straightforward working definition for this project and we have found it has backing from NGBs and Sports Councils alike. The sections below discuss further the elements and implications of this simple definition.

4.2 The drivers for modernisation

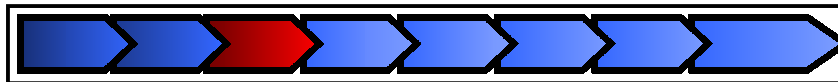
Our work has found that many NGBs are already driving towards modernisation, in a manner which echoes the goals of Government and Sports Councils re modernisation – i.e. there are 'bottom-up' and 'top-down' drivers towards modernisation.

4.2.1 NGBs

Governing Bodies do not operate in a vacuum. They are part of the changing UK, European & Global socio-economic environment and as such are subject to the pressures to change that all organisations face. Whatever their size or circumstances, NGBs need to anticipate, identify and respond to the numerous and varied changing needs of their stakeholders. NGBs are having to confront increasingly complicated external environments. To survive, NGBs need to have competent structures, people and policies to provide them with the ability and flexibility to adapt to the requirements of ever-changing circumstances. Some have realised this already and are making steps.

Our many consultations and focus groups with NGBs have shown that many NGBs have already embarked upon efforts to increase effectiveness and efficiency and are addressing crucial areas such as corporate governance and re-structuring, and the new opportunities available from Information Communication Technology (ICT). Just a few of the examples of modernisation we have already seen are noted below:

- The Royal Yachting Association has completed a project to address its governance and organisational model leading to improved working practices;
- Gymnastics are completing a review of corporate governance and management, with the aim of improving the sport's management structure;
- The National Ice Skating Association is undertaking an organisational review of governance and managerial roles and is producing a new strategic plan;
- British Swimming are developing and implementing a customer service led, ICT enhanced support project;
- British Triathlon are currently developing and implementing a web-based database system incorporating an event management package to be distributed to all event organisers in UK; and



- Modern Pentathlon has undertaken a risk assessment and contingency planning workshop.

Of course, if modernisation means increased effectiveness and efficiency for the running of NGBs, then this is a goal that NGBs will naturally embrace as their key aim is to deliver for their sport. A number of the current projects have been focused on ICT systems implementation. There is a concern that whilst ICT systems are (and should be seen as) merely a tool to assist in modernisation, they may be erroneously seen as a solution in themselves.

Hence, one of the aims of this report and the accompanying Competency Framework is to put forward a comprehensive list of all the areas which are important in an NGB's effort to modernise, to avoid the risk of over-focus on ICT for example.

4.2.2 Government and Sports Councils

Sports policy at Government level was laid out in the DCMS report 'A Sporting Future for All'. Modernisation is a key 'vision' in the report and the report states,

"Cups are not won in committee rooms, but we know from the experience of other countries that professional organisation and modern administration - supporting sport from primary schools right up to elite level - can increase the likelihood of international success." (Section 5.2)

In 'A Sporting Future for All' the Government offered a 'modernising partnership' with governing bodies if

"...all governing bodies agree to work to a number of clear and agreed targets for the development of their sport."

The report sets out Government's expectations for governing bodies, including,

- *"developing sport in school and the community, especially in areas of deprivation;*
- *providing appropriately trained coaches to support teachers in primary and secondary schools;*
- *improving the opportunities for ethnic minorities, people with disabilities and for girls and women to participate, lead, coach and officiate;*
- *having strong talent development plans to enable those with the wish and ability to reach the top levels of competition to do so; and*

- *having robust management, planning and monitoring of all their activities.*

This will mean sports bodies operate in a new environment. They will have to improve administration to be sure of meeting agreed targets, whilst at the same time becoming more accountable to lottery players, taxpayers and the public at large."

Clearly, the above shows there is a push for Modernisation from Government and that one quid pro quo for funding will be the modernisation of the running of NGBs to help them achieve delivery of the above.

The Secretary of State confirmed the extension of modernisation funding, to allow £3 million per year until 2005/06, to be managed by UK Sport.

Having looked at the drivers for modernisation, we now move on to discuss the benefits of modernising NGBs.

4.3 The benefits of modernisation

The table below briefly outlines the key benefits which will flow from more modern NGBs.

THE BENEFITS OF MODERNISATION	
Improved delivery	Delivery to all elements of the sport, from grassroots to elite, will improve if NGBs are more efficient and effective. NGBs will be better at delivering their key strategic goals, for example: • Increasing and retaining participation; • Administration and running of the sport; and • Winning medals.
Credibility enhanced	Some NGBs suffer from poor credibility with their members and participants – e.g. due to publicised financial problems or ‘in-fighting’. Modernising NGBs will help to eradicate such problems and means more credible NGBs of which sports can be proud.
Less financially dependent	NGBs which are financially dependent on grants, or other single sources of income, are vulnerable to changes in funding. More modern NGBs with improved, diversified revenue streams should be more stable.
More operational autonomy	A key aim of many NGBs is operational autonomy. If NGB performance, capacity and stability improves, there should be less need for ‘micro-management’ by Sports Councils.
‘Health and safety’ and ‘technical safety’ issues	All sports have a responsibility for ensuring a safe environment for participants including children. To safeguard this role, and further improve NGB delivery in health and safety forms another strong reason to ensure NGBs are run efficiently and effectively. Moreover, many NGBs have key safety and technical responsibilities for their sports – e.g. mountaineering, caving, air sports etc. They ensure essential technical and safety programmes are maintained - e.g. training and registration of instructors, equipment standards and testing etc.
‘Schools time-bomb’ defused	Much Government money has been pumped into schools. Will the rest of the system (i.e. NGBs and their member clubs) be able to deliver if there are significant increases in demand from school-leavers? Modernised NGBs will have a better chance of achieving this.

To sum up, there is consensus regarding the aims of modernisation – the challenge will be to create a viable structure to manage the modernisation process. Accordingly, the report now highlights the ‘building blocks’ which will underpin this structure.

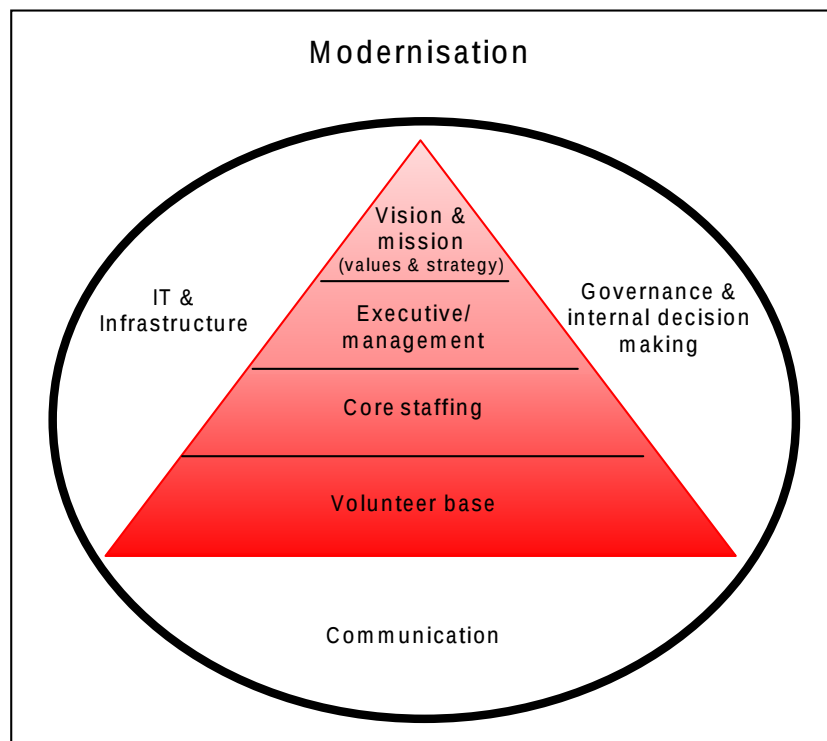
4.4 The 'building blocks' of modernisation

Modernisation is an on-going process – not a fixed objective – and one upon which many NGBs have already embarked, or identified the need to undertake. Hence, the key aim of this project will be to bring a more **formal clarity and structure to the modernisation** process – so NGBs understand clearly what modernisation means, its on-going goals and priorities, and how progress towards these goals will be measured.

Hence, modernisation will mean planning and objective setting by NGBs, but it also entails learning en route. It entails NGBs taking responsibility for their sport's destiny and exercising control over their development whilst also allowing the NGB to learn, grow and work through the change process.

The diagram below shows our view of a model with the key elements for a modern NGB.

As a starting point, the table overleaf outlines what we believe are the thematic building blocks of modernisation – i.e. the key philosophies which should underpin the modernisation process.





THE BUILDING BLOCKS OF MODERNISATION

1. VALUES

The culture and ethos of modernisation

Professionalism

Many NGBs are in a transition period where they are moving from an administration-led to a commercial-led focus. An increased professional outlook and attitude is needed. Help is required to further this change and this can be achieved by seeding NGBs with key professional staff.

Commercialism

There is untapped potential at NGBs to increase their commercial revenue. Many are progressing with more sophisticated member services and sponsorship offerings but there are far more commercial opportunities that are being overlooked, including exploiting the value of the brand (in many, but not all, sports) that is the NGB. A commercial focus will help NGBs become less dependent upon external government funding to become more financially viable organisations in their own right.

Collaboration

NGBs are in a unique position at the hub of their sport. They need to build and increase the effectiveness of partnerships with 'delivery agents' in their sports – education, local government and the commercial sector. NGBs also need to work more closely together across home countries and with NGBs from other sports.

Autonomy

Many NGBs have called for increased autonomy. This will come with the 'one stop plan' concept. But autonomy must be accompanied by accountability and monitoring of performance. There is a need for NGBs to be more effective in setting and realising their strategic plans and if this takes place there is likely to be less of a requirement for micro management of the NGBs.

Inclusion

NGBs will ultimately benefit from ensuring that their organisation, and their sport in broader terms, is equally accessible to all groups within society. This will maximise the potential talent pool and allow access to new 'customers'. NGBs need to be inclusive in words and deeds.

2. STRATEGY

Setting the vision and targets for modernisation

Strategy setting

Setting a clear strategy and operating to that strategy is critical for NGBs. It moves everyone in the sport forward, towards the same destination, at the same pace. It provides stability and continuity in the organisation.

Evolution

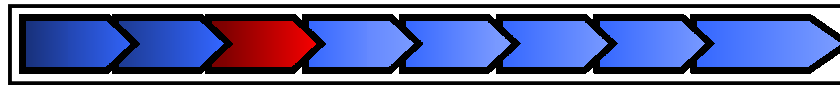
Change has to be planned and must also evolve. NGBs are unlikely to respond effectively to revolution in the way they are run. NGBs must adapt and learn in an 'incremental' manner as they modernise to increase efficiency and effectiveness within practical, deliverable timescales and costs.

Prioritisation and focus

If modernisation means more efficiency and effectiveness, then of course this is not a new initiative. NGBs are, and have been, engaged in developing their activities along these lines. What the specific modernisation programme must bring to this on-going process is clarity and structure to enable NGBs to clearly identify and prioritise their modernisation objectives – i.e. to bring focus and accountability to the modernisation process.

Self-investment

NGBs have been reticent to self-invest – in terms of staff, remuneration, infrastructure and so on - for example because they feel money 'to the sport' must be maximised or member fees should be kept as low as possible. Whilst this is understandable, ultimately it will prove a false economy. Prudent self-investment to improve staff and infrastructure is a pre-requisite for a sustained drive towards modernisation.



THE BUILDING BLOCKS OF MODERNISATION

3. PEOPLE

The staff and skills crucial in supporting modernisation

Key staff

A key theme emerging from our study of NGBs is that those with a strong management team operate most effectively and efficiently. The importance of the CEO and a handful of competent and professional senior staff cannot be overstated. Ensuring appropriate, skilled, trained and experienced key management staff are in place will spearhead the development of an NGB.

Training

Relevant training is essential not just for the staff of the NGB but more particularly for board members – our research has shown that training is high on the list of help desired by NGBs.

Volunteers

The role of volunteers in sport is hugely significant. There is a clear need for NGBs to encourage, train and support volunteers. Volunteers also need to buy-in to the modernisation process.

Communication

Lack of communication is a barrier to effective and efficient running of NGBs. Communication and knowledge sharing should be improved within and between NGBs.

4. SYSTEMS

The frameworks needed to support modernisation

Accountability and transparency

NGBs have to be accountable to their members and to funders. This will see a shift from input based funding to a more accountable output based funding. A balanced set of Key Performance Indicators should be set by each NGB to monitor their own performance.

Technology

NGBs have focused on IT related projects as central to 'modernisation'. We agree that such 'hardware' is important. However, such investment will only pay dividends if the NGB is clear at the outset how this will deliver the objectives of modernisation and if the right staff, skills and organisational structure are in place to ensure best use of new technology.

4.5 The challenges of modernisation

This section highlights three key challenges for modernisation which have to be tackled if the Modernisation Programme is to succeed – gaining ‘buy-in’ to the programme by NGBs (4.5.1), planning and implementing change (4.5.2) and the roles to be played by the Government and Sports Councils (4.5.3).

4.5.1 Buy-in from NGBs

To succeed in making a long-term, sustained improvement in the effectiveness and efficiency of NGBs will clearly require NGBs to ‘buy in’ to the concept themselves – they are the organisations (and through them the participants in the sport) which will experience the benefits of the changes. Modernisation cannot be imposed from outside or from the top-down.

The key to a meaningful modernisation programme will be to successfully answer the question for NGBs, *“What’s in it for me/us?”* We have found NGBs want help, guidance and handholding and will not be receptive to compulsory ‘initiatives’ which would mean ‘more work’.

Barriers to take up would include:

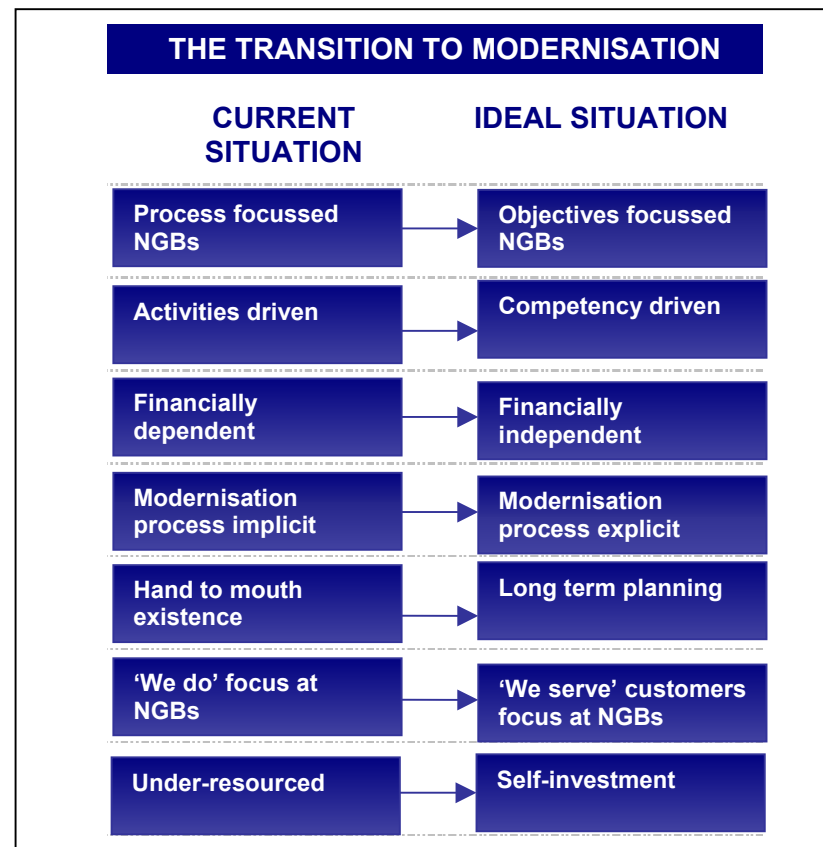
- *“We won’t do it if there are too many hoops to go through for too little financial benefit.”* (NGB CEO)
- *“We are an amateur sport run by amateurs (volunteers). If it’s just one more job to do it’s no good. There is too much form filling as it is”* (NGB General Secretary)
- *“It will make no difference at the coal face.”* (NGB Volunteers)

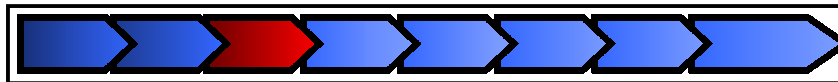
We have addressed the question of ensuring ‘buy in’ from NGBs through the following methods:

- Our recommendations are based around considerable consultation with NGBs – we have understood their needs and highlighted the benefits of modernisation to both the organisation and the members / participants it serves;
- The competencies we outline for NGBs are achievable and realistic; and
- Recommendations are in the form of ‘help’ to NGBs – practical assistance and self-assessment tools to aid their modernisation, not imposed change, and which can be taken forward in an incremental way.

4.5.2 Planning and implementing change

Implementation – i.e. ‘translating policy into everyday action’ – is a key challenge to engage staff, volunteers etc.





4.5.3 The role of Government and Sports Councils in Modernisation

NGBs do not operate in a vacuum. As shown, Government and the Sports Councils have key roles to play in helping NGBs develop their strategic objectives. In Section 5 we will show that these bodies exert a strong influence over the strategy and decision making of NGBs.

A key theme emerging is that NGBs feel strongly that there are a number of areas where the modernisation process can be aided by appropriate action by Government and the Sports Councils. We have come to the following recommendations, which we believe will help the modernisation programme work most effectively:

- The SU report has correctly identified that the funding of sport and physical activity is fragmented, and that the structures for delivering sport are complex. We do not repeat the analysis here, but refer the reader to the SU report (Chapters 1 and 7). We agree that strategies set out by Government and Sports Councils should be **more effectively co-ordinated** so that one clear message is being communicated to NGBs. Such focus and clarity will aid NGBs in their ability to set strategy.
- Where possible, Sports Councils should ensure there is co-ordination within Sports Councils and between Sports Councils. Whilst Sports Councils will always set different priorities for which sports to support, there should be common standards on matters such as governance, accounting etc. There should be one agreed, and evolving, set of best practices.
- Whilst the devolved nature of the Sports Councils inevitably means each has freedom to set their own funding priorities, it would make sense for the Sports Councils and UK Sport to communicate and provide uniform support where possible.

5 THE CORE PURPOSE AND STRUCTURE OF NGBs

To define the elements which contribute towards 'optimum, modern governing bodies', there is a need to first answer two fundamental questions regarding the rationale and functions of NGBs. Namely:

What is the core purpose or 'raison d'être' of an NGB?

Where should the roles and responsibilities of NGBs begin and end?

Only when these over-arching questions have been answered can the boundaries for NGBs be set in terms of their functions and then their corresponding needs for modernisation and competencies. An analogy in the private sector would be a company's 'Mission Statement' answering the question, 'What business is this company in?' Only with an answer to this question can the company properly plan its functions, activities and the resources and skills required.

The 'flow diagram' below sets out the contents for this section.

Key question	Contents
<i>Who are the stakeholders my NGB is serving?</i>	Section 5.1: Stakeholder analysis Analysis to identify the key stakeholder groups or organisations with which NGBs have links. The core purpose of NGBs will be dependent upon the stakeholders they serve.
<i>What is the 'raison d'être' – or core purpose - of my NGB?</i>	Section 5.2: The core purpose and functions of NGBs An identification of the core purpose and functions of NGBs, as evidenced by information from: • Our consultations, work-shops and focus groups with NGBs and other key stakeholders; • Published information – NGBs' publicly stated missions, government reports and so forth; and • 'Investing in Change' survey of NGBs
<i>How does my NGB fit into the broader environment, alongside other stakeholders?</i>	Section 5.3: NGBs in the 'Sportscape' environment Analysis of how NGBs fit into the sportscape – i.e. the environment in which all stakeholders, including NGBs, operate.
<i>How are the goals for my NGB aligned with those other key stakeholders may have for my NGB?</i>	Section 5.4: Goal alignment analysis Analysis to gauge the extent to which there is alignment or mis-alignment regarding the perceived role and functions of NGBs amongst the key stakeholders: • NGBs; • Government; and • Sports Councils. It is important there is agreement across stakeholders as to what NGBs can and cannot achieve.
<i>What is the best structure for my sport to achieve my NGB's objectives?</i>	Section 5.5: 'Macro' structures for NGBs within sports. Structure should follow purpose – i.e. NGBs within sports should be structured to enable them to best achieve their goals. Hence, an analysis and discussion of the optimum way sports can be structured in terms of their component NGBs.
<i>What are the conclusions on how sports should be structured and what competencies are important for NGBs.</i>	Section 5.6: Conclusion

5.1 Stakeholder Analysis

This section identifies the key stakeholders for NGBs - i.e. those organisations, groups or individuals who have a relationship with an NGB, and so have an interest, claim or stake in the NGB, its activities and how it performs. It may be that the NGB has a role to provide something for the stakeholder or vice versa. Stakeholders are important for a number of reasons:

- Understanding the views of stakeholders will clarify the role and purpose of NGBs;
- Clarifying the role, objectives and appropriate 'model' for an NGB, will necessitate understanding the demands of that NGB's stakeholders;
- Better dialogue between all organisations may be necessary to gain 'buy-in' and help deliver the objectives of the Modernisation Programme; and

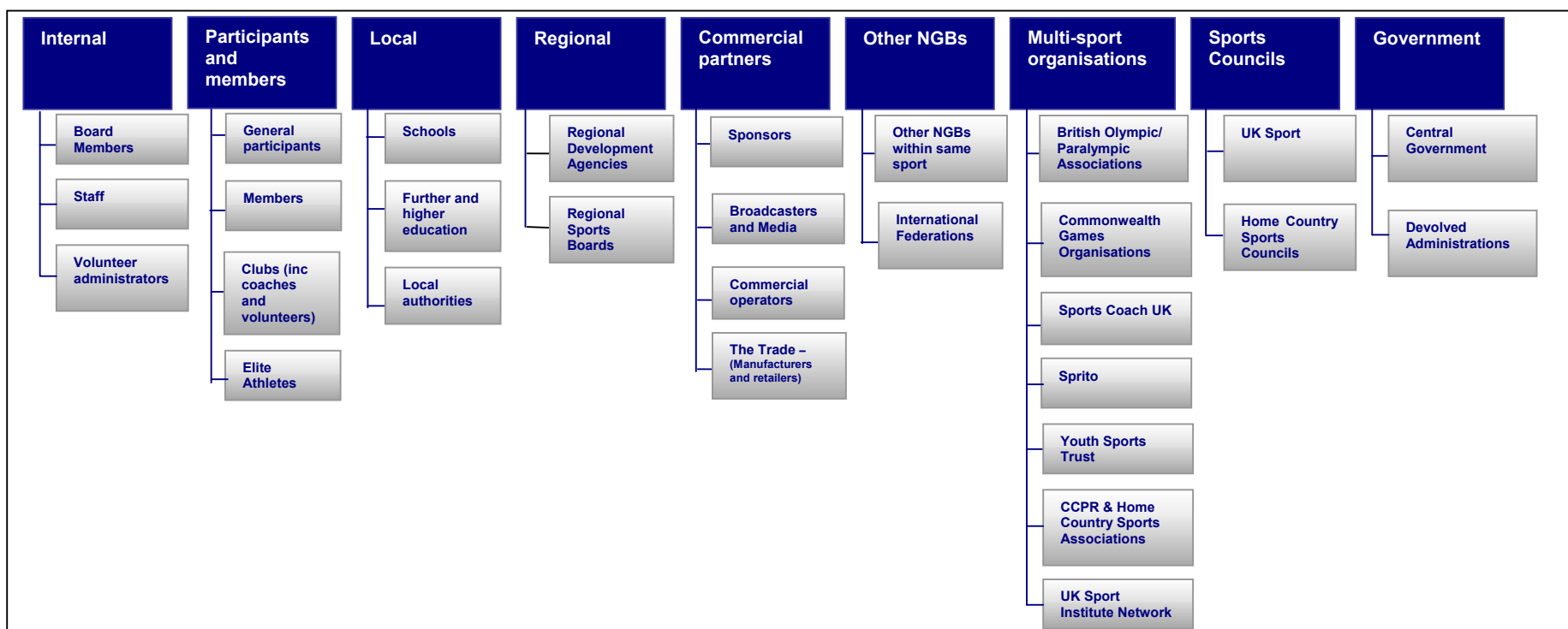
- Modernisation requires NGBs to serve key stakeholders (e.g. members, clubs, funders, commercial partners and staff) to at least a minimum standard – and ideally beyond. Stakeholder management is central to the change management process for an NGB in its effort to 'modernise'.

There is a dynamic 'wheel of fortune' connecting stakeholders. A 'modern' NGB should seek to create high levels of staff satisfaction, resulting in better quality services for members.

This should lead to increased member and participation numbers and more income for the NGB.

5.1.1 Identifying stakeholders

The diagram below outlines the set of stakeholders (internal and external) for a typical NGB, as identified during our project.



5.1.2 The influence of stakeholders

To help identify the key stakeholders for NGBs, the *'Investing in Change'* survey included questions on stakeholders. Respondents were prompted with a list of stakeholders external to the NGB's own organisation. For each stakeholder, NGBs were asked to mark on a scale the **current level of influence** that stakeholder has on their organisation (Chart 1) and then the extent to which the stakeholder **should influence** the NGB (Chart 2).

This method allows two issues to be addressed:

- First, the relative ranking of the importance of stakeholders to NGBs (both currently and the future 'desired' level), (Charts 1 and 2).
- The comparison of the current and the 'desired' levels of stakeholder influence to identify where 'gaps' exist – i.e. where stakeholders may either have too much influence for an NGB's liking or, conversely, stakeholders which NGBs would like to serve better, (Chart 3).

Chart 1 shows the extent to which external stakeholders **currently influence** NGBs. It reveals that:

- There are twelve external stakeholders whose average scores show they influence NGBs either *'strongly'* or *'somewhat'*. That is a large core stakeholder set – probably greater than some large companies might have to deal with. This will, in itself, set up challenges for NGBs to 'manage' this diverse group.
- The most important stakeholders for NGBs are Home Country Sports Councils and Members Clubs. Average scores for these stakeholders equate to a *'strong influence'*.
- Then come a group of stakeholders whose average scores equate to them *'influencing NGBs somewhat'*. This group includes (in descending order of average score) Individual Members Elite Athletes, General Participants, Youth, International Federations, Government, Own County Sports Associations, UK Sport, other NGBs and Schools.
- Stakeholders whose average scores show they have *'little influence'* currently, include Local Authorities, Commercial / Private Operators, British Olympic Association, Commonwealth Games Councils and British Paralympic Associations.
- Finally, the Confederation of British Sport has the lowest current influence of the stakeholders included in the survey.

Chart 1: The current influence of stakeholders on NGBs

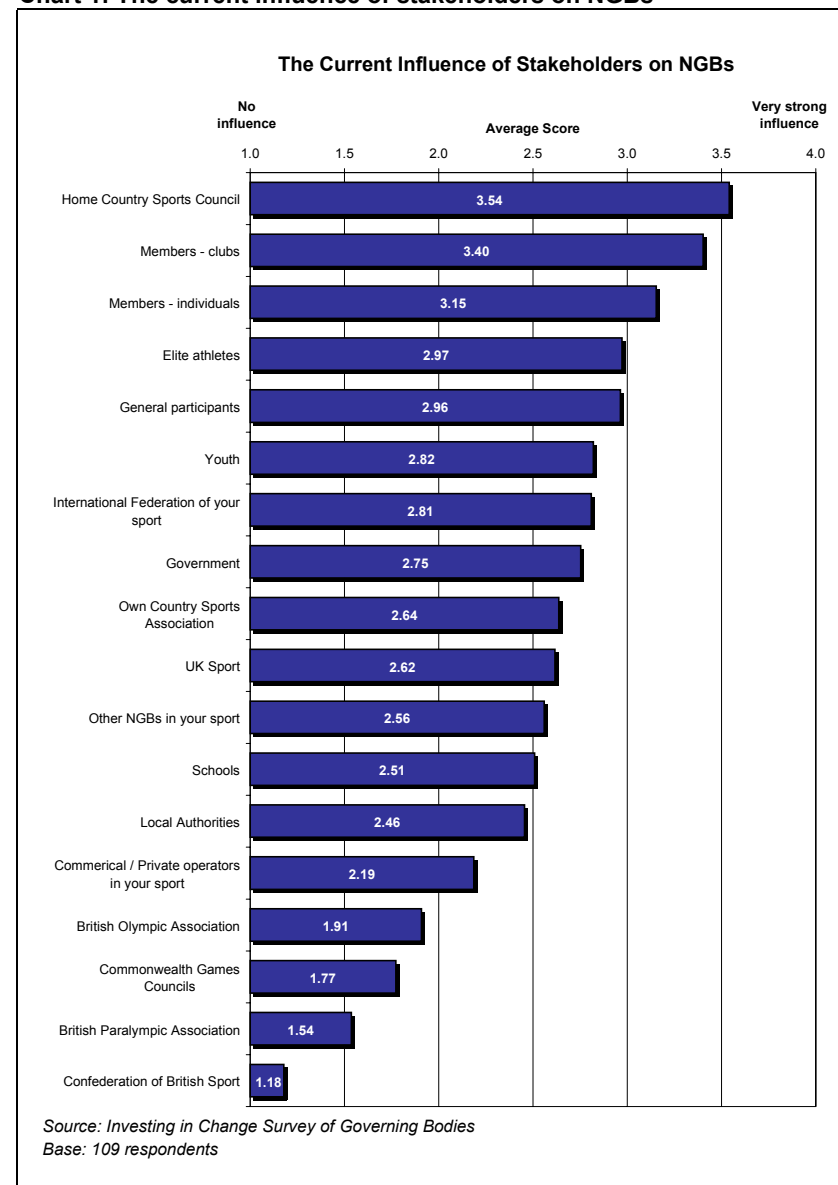


Chart 2 shows the extent to which NGBs feel their organisation **should** serve the interests of the same set of stakeholders.

Chart 2: The stakeholders NGBs feel they *should* serve

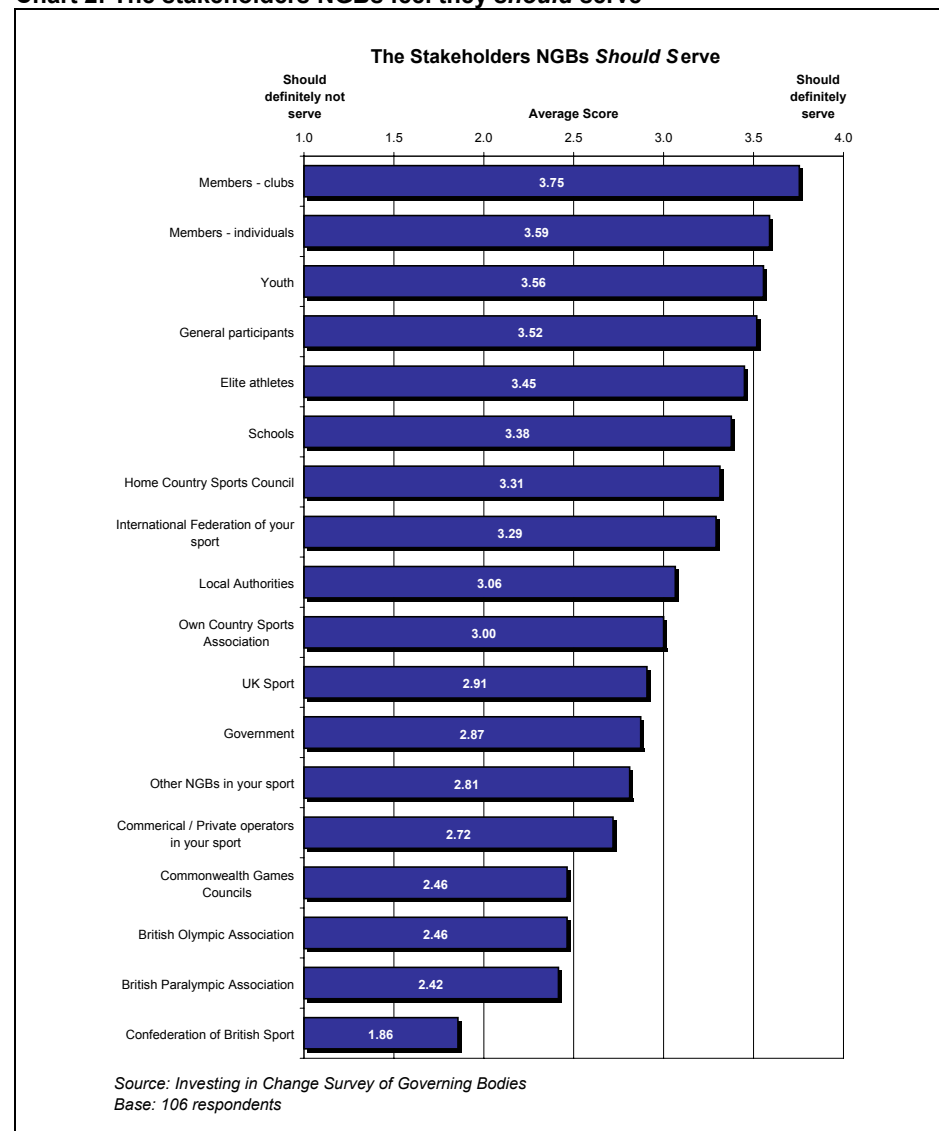
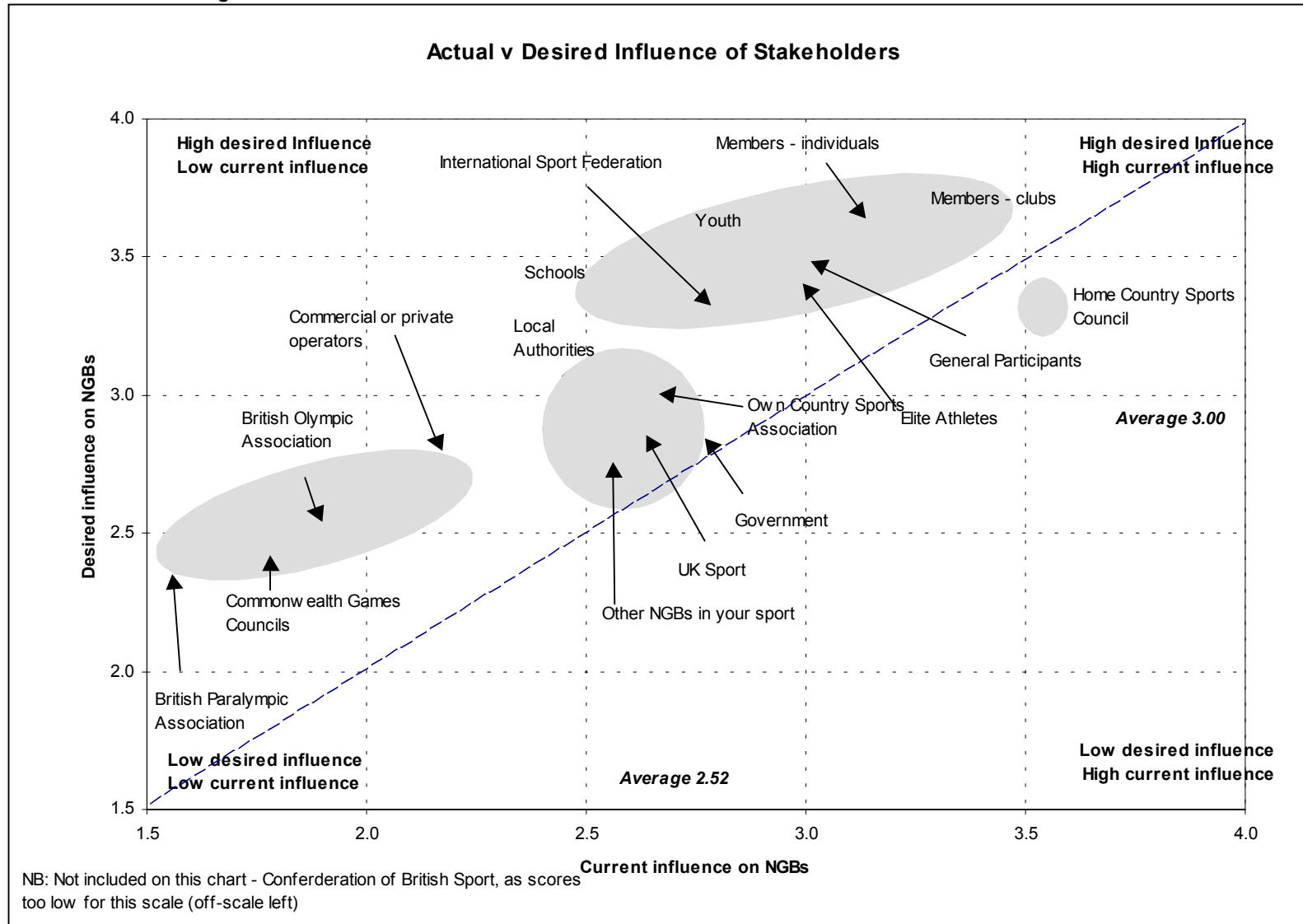


Chart 2 reveals that:

- There is a similar ranking of stakeholders i.e. a similar order from top to bottom as in Chart 1. That said, average scores 'across the board' are higher than for Chart 1, showing a general perception across NGBs that they would like to serve their stakeholders better.
- There are 14 stakeholders (from Member Clubs to Commercial / Private operators) whose average scores show that NGBs feel they should '*definitely*' or '*probably*' serve those stakeholders.

Chart 3 plots the current and desired influence on NGBs of stakeholders (i.e. the data from Charts 1 and 2).

Chart 3: The actual against desired influence of stakeholders on NGBs



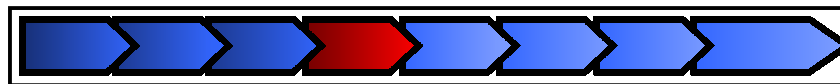


Chart 3 reveals several salient points:

- It shows the **gap analysis** between Charts 1 and 2 - i.e. for each stakeholder the difference between the **current** level of influence of each stakeholder and the **desired** level of influence NGBs would like that stakeholder to have.
- The blue dotted line diagonally across the chart shows where current and desired levels of influence are equal. Stakeholders 'below' this line have a **higher current influence on NGBs than the NGBs desire**. This only stakeholder this is true of is 'Home Country Sports Council'. Home Country Sports Councils have the strongest influence over NGBs, and it appears NGBs would prefer that influence to be curbed slightly.
- The further 'above' the line NGBs are, the greater the gap between the influence NGBs feel those stakeholders should have and their current influence. Stakeholders above the line are those who **NGBs would like to serve better**.
- As stated, with the exception of Home Country Sports Councils, 'across the board', NGBs would like to serve stakeholders better.
- The greatest gaps are for British Paralympic Association, then Schools, then Youth. However, it must be remembered that the most important stakeholders will be towards the top right of the diagram and the least important towards the bottom left. Hence, though the biggest gap is for British Paralympic Association, this is a far less important organisation in the eyes of NGBs, than Youth.
- To summarise, the groupings in Chart 3 are as follows:
 1. Home Country Sports Councils – who are priority stakeholders, but whom NGBs would like to serve less.
 2. A group of stakeholders which have high current and desired influence but which have delivery gaps. This group includes Schools, International Federation, Youth, Elite Athletes, General Participants and Members – Clubs and Individuals. These are the priority stakeholders whom NGBs would like to better serve.
 3. A group of stakeholders which are a lesser priority, albeit with some delivery gaps. This group includes Local Authorities, Other NGBs in the sport, UK Sport, Own Country Sports Associations and Government.
 4. Finally, a group including Commercial / Private Operators, BOA, Commonwealth Games Councils and British Paralympic Association, which is lowest in priority, albeit with some delivery gaps.

To conclude, the implications for modernisation from the stakeholder analysis conducted in the '*Investing in Change*' NGB survey are:

- NGBs serve a **broad set of stakeholders** – hence key competencies are needed in areas such as developing partnerships and communication;
- In our opinion, commercial or private operators should be more recognised as key stakeholders, particularly as they have the potential to provide revenue generating opportunities for NGBs;
- NGBs have clear groups of stakeholders, in descending order of priority. NGBs see their **key stakeholders as those active in their sport** at whatever level – members (clubs and individuals), participants, youth, elite athletes and schools. The importance of International Federations is also clear;
- NGBs also recognise the importance of **funders – Sports Councils**, and to a lesser extent Government, albeit with a feeling that Sports Councils have too much influence over NGBs currently;
- However, NGBs do not see other sports organisations as having very significant influence over them (e.g. Own Country Sports Associations, BOA, Commonwealth Games Councils, British Paralympic Association). This would suggest NGBs concur with the view that the structure of sports is somewhat complex and confused, with a lack of clarity about the 'added value' these other bodies provide to NGBs (or even whether NGBs question the need of such organisations at all); and
- This would suggest a need for these sports bodies, and for DCMS, to ensure the purpose and relevance of these sports organisations to NGBs is articulated with clarity.

Having looked at external stakeholders NGBs serve, let us move to look at what NGBs see as their own core purpose and functions.

5.2 The Core Purpose and Functions of NGBs

5.2.1 Evidence from the *Investing in Change* Survey

In the '*Investing in Change*' survey, we asked NGBs to summarise the core purpose of their NGB *in their own words* (i.e. they were not prompted with a list of alternatives, but asked to sum up their NGB's core purpose in one sentence). Chart 4 below outlines the key *themes* that emerged.

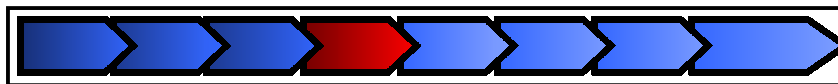


Chart 4: The Core Purpose of NGBs (in their own words)

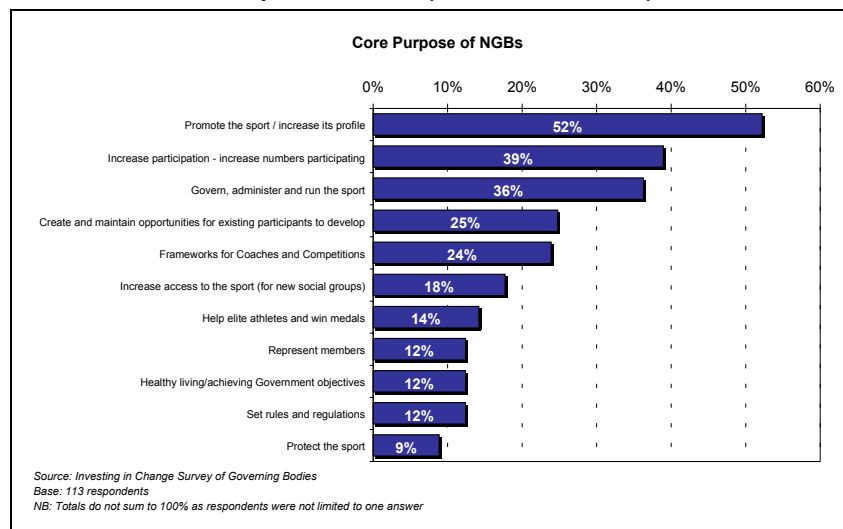


Chart 4 reveals the following:

- Over half of NGBs saw their core purpose as *'promote the sport/increase its profile'* (52%).
- Over a third saw it as *'increase participation / increase numbers participating'* (39%) and *'govern, administer and run the sport'* (36%)
- Roughly a quarter saw *'creating and maintaining opportunities for existing participants to develop'* (25%) and *'frameworks for coaches and competition'* (24%) as core purposes.
- Several other purposes were mentioned by between 9% and 18% of respondents (see Chart 4).

Hence, evidence from the survey reveals NGBs tend to define their core purpose quite broadly – they have a number of key elements including promoting the sport, increasing participation, 'running' the sport – both in terms of administration and competition etc, as well as sports development.

5.2.2 Evidence from consultations, work-shops and focus groups

Anecdotal evidence from interviews with NGB representatives revealed similar themes.

"Our core activities are more gymnasts, more coaches, more medals and more facilities" (British Gymnastics)

"The constitution says (the core objective) is to promote angling and fellowship. In reality it is to ensure the future of the sport" (National Federation of Anglers)

"NGBs should be responsible for talent development and ensuring the benefits of their sport are widely available. There is a need for NGBs to work in partnership with providers to increase talent and participation." (DCMS representative).

To sum up, the research suggests **two elements** to the core purpose of an NGB.

1. The NGB as the **'custodian of the Sport'**. This includes the following themes.
 - Promoting the sport;
 - Managing the rules and regulations of the sport, including anti-doping;
 - Administering officials of the sport;
 - Establishing and maintaining links with the international governing body / federation;
 - Encouraging participation;
 - Developing talent;
 - Developing elite athletes; and
 - Organising and hosting competitions.

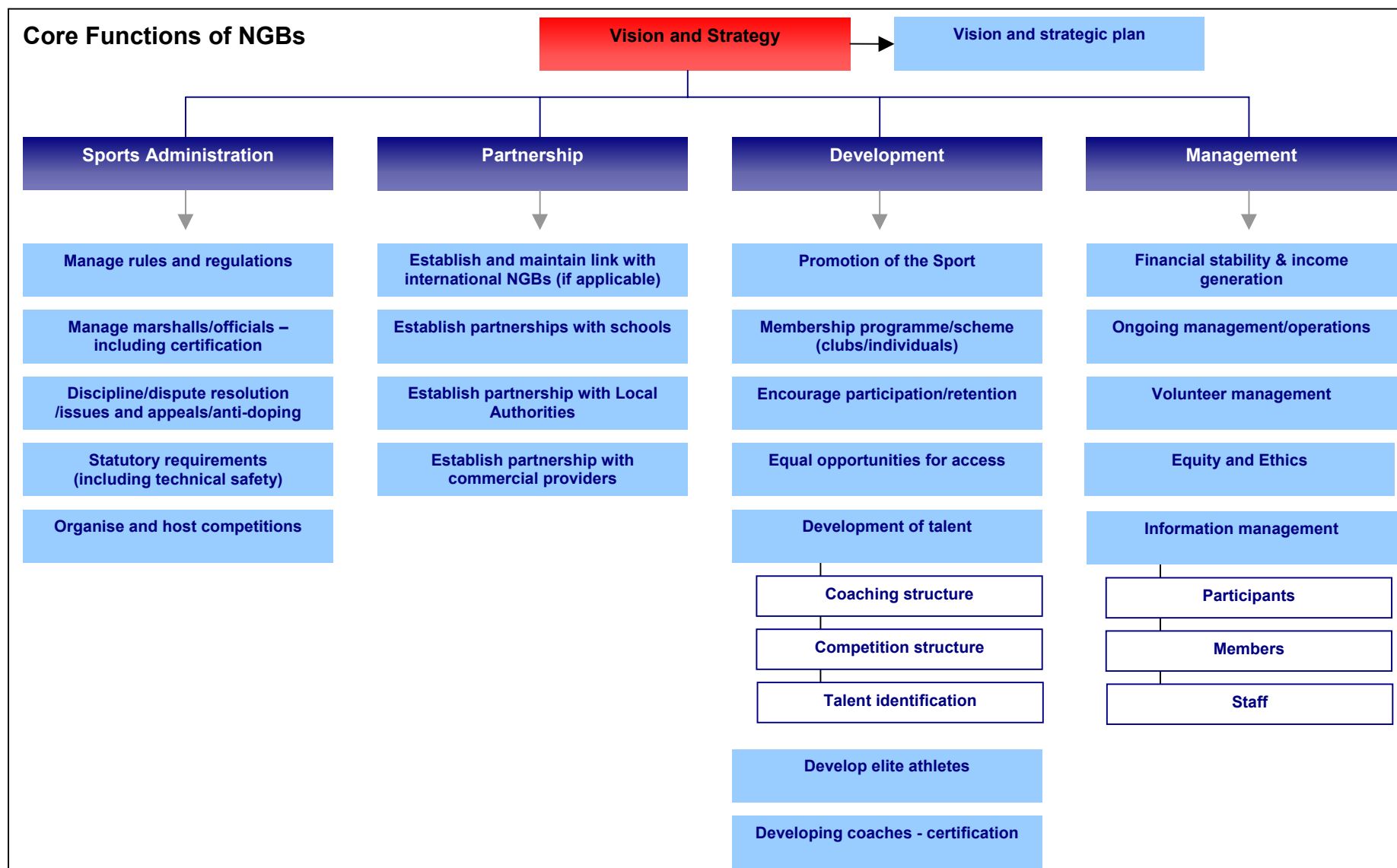
This is **delivered through**

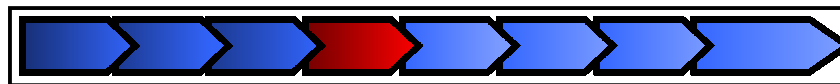
2. Providing **vision and strategic planning** for the sport.

To conclude, the core functions of NGBs can be split as outlined in the diagram overleaf. The extent to which NGBs devote resource and time to the delivery of these core functions will vary according to the size of the NGB and the nature of their sport.

We would suggest the functions in the diagram are those which are a realistic remit for most NGBs. Of course, 'one size will not fit all' but it is important that as a context for the Modernisation Programme, a 'model' is put forward as a reference point for NGBs.

Moreover, the Competency Framework will provide the mechanism for NGBs to 'self-check' against, to highlight their level of competency in the key areas which will enable them to carry out the core functions effectively and efficiently.





5.3 NGBs in the 'Sportscape' Environment

Moving from the core purpose of NGBs, it is appropriate to analyse how NGBs and their stakeholders fit into the 'sportscape' – i.e. the external environment in which all sports and their stakeholders operate.

The diagram alongside indicates our view of where NGBs and other stakeholders fit into the 'sportscape'

Our research, consultations and workshops point to the fact that NGBs have a central role as **agents** who should act as hubs to **forge links and partnerships with stakeholders**.

Whilst NGBs are neither funders nor 'delivery agents' per se, they are facilitative in the process of helping delivery to end users.

There is no doubt that **modernisation priorities** for NGBs must also cover areas such as '**partnerships/alliances**' and '**communication**' since much of an NGB's work will be to deal with other organisations.

For example, the '*Investing in Change*' survey results suggest NGBs would like to serve 'delivery agents' better – schools, local authorities and, to a lesser extent, the commercial sector. NGBs should seek to improve skills in forging partnerships and alliances. Our recommendations in the competency model framework reflect this recommendation.

5.4 Goal Alignment Analysis

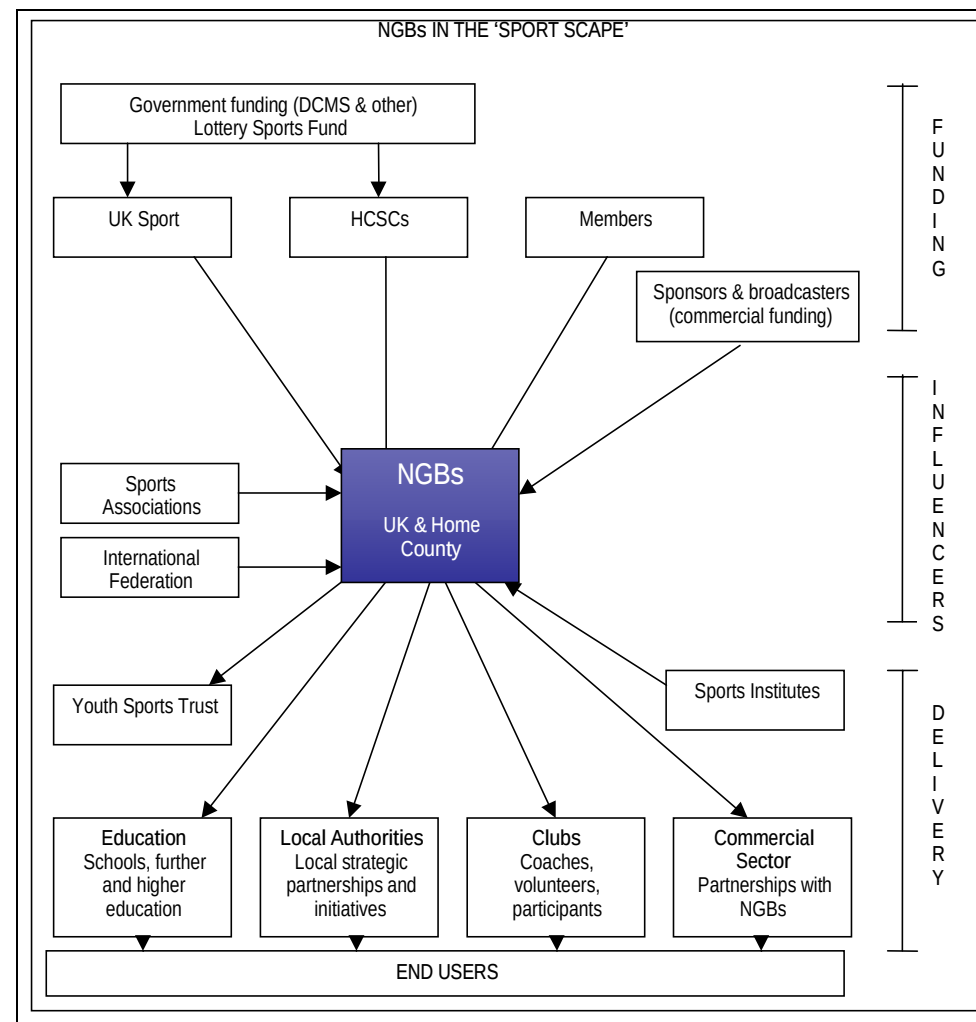
Section 5.3 above shows how NGBs and other stakeholders sit within the sportscape environment. This section looks at how other key influencers see NGBs.

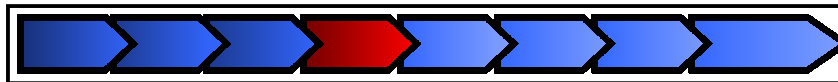
5.4.1 Government's aims for Sport & NGBs

Our sources have included consultation with the Minister for Sport, Richard Caborn and reports including '*A Sporting Future for All*' and '*Game Plan*'.

Our research showed Government sees the following as objectives for NGBs.

The Government has set out its aims for NGBs in the DCMS report, '*A Sporting Future for All*'. The following are the key aims Government has for NGBs:





“Governing Bodies³ must be responsible for setting the strategic vision for their sport

Governing bodies must also take responsibility for demonstrating a high standard of management, and clear, realistic plans for widening participation and developing talent. In return those bodies will be able to secure more control over the distribution of funding to their sport.

We will therefore offer partnerships to the governing bodies of sport, giving them greater devolved power over the deployment of funds, in return for a number of commitments. These would include:

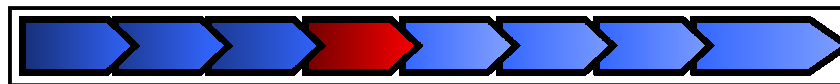
- *professional and elite sportsmen and women being involved in school and community programmes;*
- *at least 5% and preferably 10% of TV income to be invested in grassroots facilities and activities;*
- *increased emphasis to be given to proactive strategies to tackle any under representation of particular groups within the sport; and*
- *modernisation of administration structures and practices.”*

The following objectives for NGBs have also been articulated by Government.

- NGBs have a role to play in creating structures to increase participation – particularly amongst children;
- NGBs also have a role to play in delivering more medals;
- NGBs play an important role in developing coaches; and
- NGBs face challenges regarding financial management.

Having outlined Government’s aim for NGBs, it is useful to see how other ‘key stakeholders’ see NGBs – and the extent to which the objectives of such organisations and NGBs are in harmony or discordant.

³ A Sporting Future For All Para 10.1



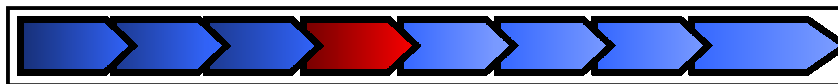
5.4.2 Are Key Stakeholder Objectives for NGBs Aligned?

The diagram alongside shows evidence from our consultations, workshop and survey regarding what NGBs and key influencers perceive as the core purpose of an NGB.

The diagram reveals:

- There is broad consensus on the core purpose of an NGB, with some exceptions.
- Agreement across the board that NGBs are there to '*govern, administer and run their sport*', and '*increase participation*'.
- Broad agreement that NGBs should '*promote the sport/increase profile*', '*set strategic vision*' and '*develop pathways*'.
- There are divergent views in some areas. For example, Government and Sports Councils view '*elite athletes and more medals*' and '*health of the Nation*' as higher priorities for NGBs than NGBs do themselves.
- There is also mis-alignment on the topic of 'rationalising/streamlining NGB structures'.
- Whilst one cannot expect full 'harmony' across all key stakeholders of the role of an NGB, the mis-alignment in some areas show that all stakeholders are not necessarily 'singing from the same hymn sheet'.
- For example, some government objectives (e.g. increasing the health of the nation) are not core purposes for NGBs, but are instead outcomes, if NGBs operate effectively and efficiently and so increase participation.
- In Section 5.2 we suggested a model for the core purpose of an NGB. We recommend that Government, Sports Councils and a representative body of NGBs use this as a basis to 'agree' a model for the core function of NGBs – to outline where their roles begin and end. This will form a good platform going forward for all stakeholders to 'sense-check' against.

Purpose of NGB	NGBs	Government	Sports Councils
Developing/strategic plan	⊕	⊕	⊕
Promote the sport / increase profile	⊕	⊕	⊕
Increase participation (adult and/or youth)	⊕	⊕	⊕
Govern, administer and run the sport	⊕	⊕	⊕
Development pathways	⊕	⊕	⊕
Develop coaches	⊕	⊕	⊕
Increase access	⊕	⊕	⊕
Elite athletes & more medals	⊕	⊕	⊕
Represent membership	⊕	⊕	⊕
Health of the nation	⊕	⊕	⊕
Establishing links with schools / LA's	⊕	⊕	⊕
Develop policies on child protection, health and safety, equity	⊕	⊕	⊕
Financial management	⊕	⊕	⊕
Rationalising / streamlining NGB structures	○	⊕	⊕
Scale:	Primary purpose of NGB ⊕ Not at all a purpose of NGB ○		



5.5 Macro Structures for NGBs Within Sports

The aim of this report is not to prescribe a single generic structure that all NGBs should follow, but to set out a series of models and competencies which may be appropriate for a range of NGBs to aspire to depending on their size and mode of operation. It is important to note that all NGBs are not the same and therefore there is no one single model which will be appropriate for all NGBs.

The major problem in the structure of NGBs is where there is more than one NGB representing a sport in a single home country. A widely used example of this is Bowls which has several governing bodies which represent different codes or formats.

5.5.1 The current 'hierarchy' of NGBs within a sport

The list of NGBs and their sports, which come under the remit of UK Sport and the Home Country Sports Councils, is incredibly varied. The spectrum stretches from some of the most popular sports in the World to minority recreational activities.

All sports have intrinsic elements and needs which differentiate them from others, and mean that their Governing Bodies will also have different roles and, hence, objectives.

Clearly, only some sports will be able to deliver objectives regarding participation (leading to physical health) and / or elite development (leading to medals in international competitions).

The UK geo-political system, with its constituent home countries has, over time, led to a hierarchical structure of NGBs which is typical in many sports. The unique factors leading to this structure are as follows:

- Four home countries – England, Northern Ireland, Scotland and Wales – are the constituent parts of the UK. Each home country has individual representation in some sports, for example in the Commonwealth Games;
- UK level NGBs also exist, for example in Olympic and Paralympic Sports, where home countries are not represented, but instead a GB and NI team is required;
- Some sports are home country based and only come together at a UK level at the time of an Olympics (e.g. hockey);
- International Governing bodies usually recognise the UK / GB level Governing Body, although in some sports (e.g. Association Football) the international Governing Body recognises each home country NGB as its delegated authority;

- The structure is complicated further in Ireland. In some cases NGBs are 'All Ireland' covering the Republic and Northern Ireland. In other cases, the N.Ireland or Ulster NGB will come under the UK NGB; and
- Further complexity is added when some NGBs – at both UK and home country level – also have a federation structure incorporating 'sub-sets' of organisations, for example related to separate 'disciplines' or branches of the sport.

5.5.2 Towards an 'ideal' model for a sports structure

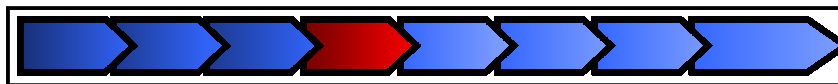
Most sports governing bodies have grown 'organically', over many decades, as a result of participants banding together to give their favourite sport a framework for regulation, competition and management. Many are now limited companies. Considering the deep roots such organisation have, we do not believe that structural reform *imposed top down* will significantly aid the modernisation of NGBs. This is for a number of reasons:

- There is little evidence that the macro-structures of sports are significantly holding back the modernisation of NGBs. Other factors such as the skills and competencies of the management team, the willingness to communicate and collaborate with other NGBs and their ability to embrace the need to change are more important;
- Trying to initiate a rationalisation of NGB numbers per se will most probably meet with considerable opposition;
- Change will be easier for NGBs to manage if they come to the decision to change themselves; and
- Many sports have identified the need to rationalise the structure of their sport, in an effort to become more efficient and effective. For example, in N.Ireland the Football Association and Football League have recently merged. The sport of Bowls mentioned earlier has identified the sense in reducing the number of governing bodies.

However, for a number of reasons it does make sense for NGBs to head towards a rationalised structure for their sport if there are multiple NGBs.

- **UK /GB NGBs acting as the English NGB as well:** The most problematic anomalies seem to have occurred where an English NGB is a de facto NGB at British / UK level or vice versa. Such issues have been encountered in Gymnastics and Caving for example.

Such lack of clarity of delineated scope of responsibilities can hinder delivery by the NGB.



For example, in fencing - Wales, Scotland and Ireland operate autonomously from British Fencing. There is no English fencing NGB, which raises concerns over ensuring clarity is maintained regarding the allocation of funds on an England vs UK level.

- **Special Interest Groups:** there is a proliferation of groups such as gender specific, disability and schools sports which should be considered as part of the NGB rather than a separate NGB in their own right. The cohesiveness of a sport is not well-served by separate gender / age based NGBs for example.
- **Membership & income:** where there are sub sets of the same sport, there can be duplication of membership – with different NGBs within the sport even competing for members e.g. Bowls and Cycling are examples. Although rationalisation is not a pre-requisite for solving these issues – it is important that such NGBs communicate better and rationalise their membership offering to customers. This is an example of where structure is hindering sports from being 'customer-focused'.

The British Cycling Federation ("BCF") is a multi-discipline governing body that has recently integrated sports such as the BMX Association and Cyclocross into the BCF. They have set up "Commissions" to manage these sports and do not have separate NGBs. However, this itself will be subject to growing pains – for example the Olympic and Non-Olympic sports competing for resources. Despite this, we feel the long-term interests of the sport will better be met by such integrated 'Commissions' as opposed to separate organisation.

- **Improved economies of scale:** having multiple NGBs in one home country will inevitably mean less efficient operations. There will be duplication of effort and this can present members or participants with a dysfunctional view of the sport. A single NGB, with pooled resources and clear management responsibilities, should always be able to function in a more efficient and effective manner.
- **Simplified structure for funding:** the structures for funding sport in the UK are complex – both in terms of funders and those funded. Sports Councils have already decided that they will only fund one NGB for each sport in each home country. However, fewer NGBs would enable Sports Councils (and Government) to have a much clearer and more focussed perspective of the sport.

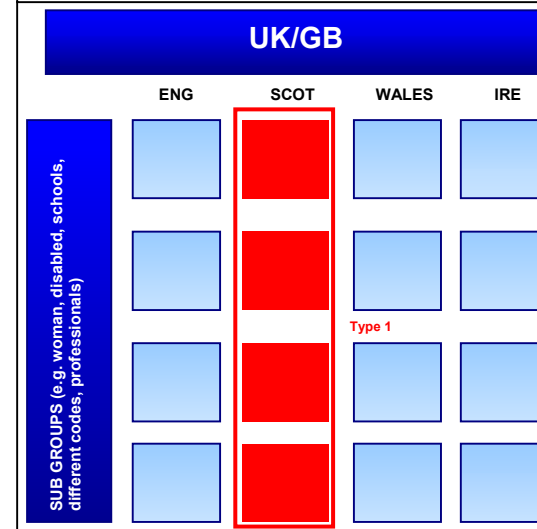
In examining the structure of NGBs it is possible to look at them in the form of a matrix structure either differentiated by home country or by sporting function.

“Type One” Organisations

Most NGBs tend to differentiate themselves along home country lines and examples of this are NGBs such as Hockey or Judo. They may or may not have a UK NGB. We have called these ‘type one’ organisations and typically they will include sub-groups such as youth/schools or disabled within the NGB. For some NGBs there are very good reason for operating in this way. In these cases the level of local representation may be strong but it will be essential to ensure that there is maximum collaboration between each of the Home Country NGBs, that there is one common view on the development of the sport and contributions are made to the “one stop plan”.

In addition it will be important to ensure that best practice is widely shared and that wherever core services can be shared, such as legal, HR etc, this is taking place

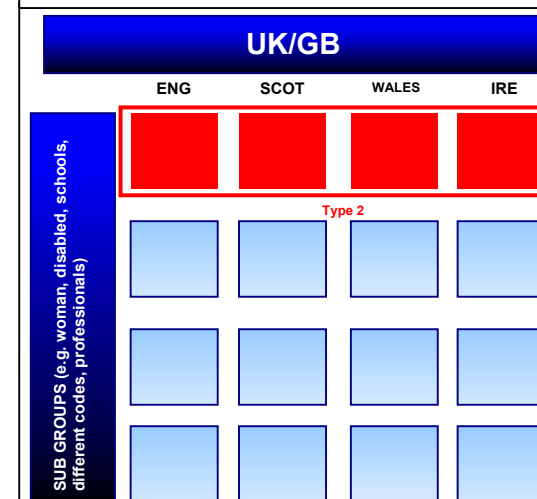
Diagram 1: Type 1 Organisation



“Type Two” Organisations

Other NGBs differentiate themselves by sporting function and this would include the likes of British Mountaineering Council where they represent one code across all four home countries. We have called these ‘type two’ organisations. Some NGBs have successfully developed a single, UK wide, NGB model. Where this is the case it may well be the most efficient structure, but the key issue is to ensure that that the single body is effective, particularly in representing the views, needs and requirements of all of its members and participants throughout the UK.

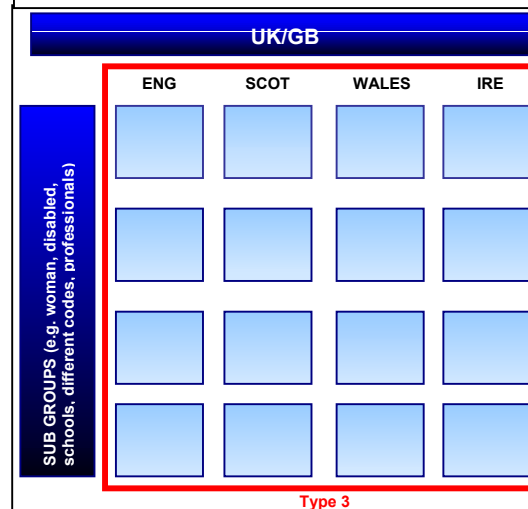
Diagram 2: Type 2 Organisation



“Type Three” Organisations

The third type of NGB is one which does not differentiate by either country or code and this type of organisation is usually a federation, for example the British Equestrian Federation. We have called these ‘type three’ organisations, where a number of NGBs come together, to share common resources and to speak with one voice on matters relevant to the sport. In these structures it is important to find a balance such that the views of all groups are adequately represented, the organisation develops a consistent and common purpose (for which all constituents are responsible) and that there is no duplication of effort taking place.

Diagram 3: Type 3 Organisation

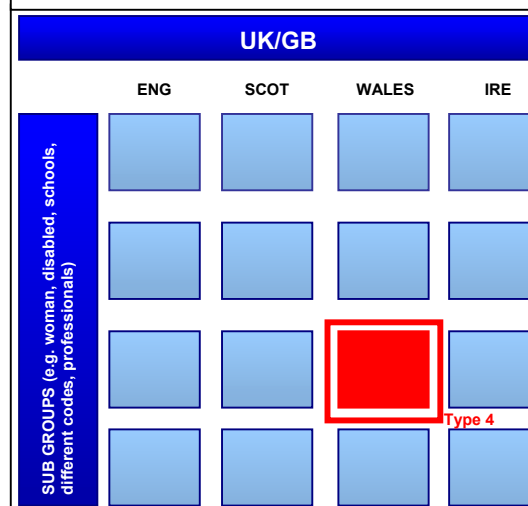


“Type Four” Organisations

There is, however, a further type of organisation which differentiates by both country and code giving rise to a plethora of NGBs for one sport

Examples of this are Bowls and Golf. These organisations constrain the sport from speaking with one voice and may lead to duplication of effort and resources

Diagram 4: Type 4 Organisation



5.5.3 Changing the NGB Model

Given that the devolved model of Government is likely to continue, it seems irrational to force governing bodies to form a centralised body unless there is a strong desire to do so by the constituent NGBs. That does not mean to say that NGBs cannot achieve much greater efficiency, consistency of purpose and work much more cohesively, communicating and collaborating regularly to ensure that the NGBs are run to their maximum efficiency.

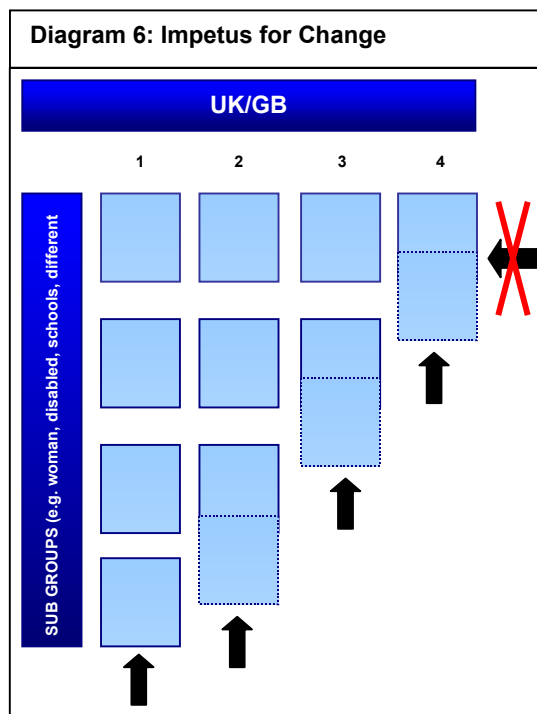
Where the pressure for change needs to take place is in driving the various constituent bodies, sub group and other functions into one single NGB body in each country.

Pressure should be on consolidation of sub groups in each home county – ultimately into a UK Co-ordinating Group.

Pressure should **not** be to have single UK sub groups

No NGB operating as Types One, Two or Three organisations should be made to change so long as they are operating to the maximum of their efficiency and effectiveness (which currently most are not).

Those NGBs who believe that they can move further into forming federations, bringing together both home countries and sub groups should be encouraged to do so. However they must first understand the issues that are likely to arise and to ensure that sub groups do not remain semi autonomous slowing down the progress of all other members of the federation.



Any NGB that can be designated a Type Four organisation should be identifying the pathway to change as a priority either by merging with other subgroups within a sport or seeking to join a broader Federation. They should not be seeking to develop UK based sub groups other than in exceptional circumstances where there is a very clear rationale and they are sufficiently distinctive and different from other sports.

5.6 Conclusion

What does the analysis in Section 5 tell us regarding the role of NGBs?

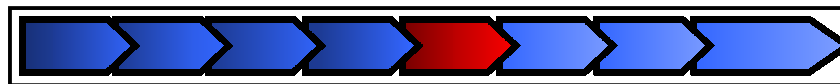
- NGBs are 'custodians' of their sports, which entails a number of practical operational areas.
- They are increasingly acknowledging the importance of strategic planning if they are to meet their goals.
- NGBs are in a unique position 'at the hub' of a sport. They have responsibilities to act as agents between funders and delivery agents, and to forge partnerships with delivery agents.
- Home Country Sports Councils exert a greater influence over NGBs than any other group, whilst NGBs believe that in the first instance they should be serving the needs of members.
- NGBs need to consolidate to ensure there are no "type four" organisations representing their sport and undermining their role as the single voice of the sport.
- Although the views of NGBs, Government and Sports Councils are broadly aligned on the desired role for NGBs, further communication and clarification is needed. The large number of 'influencer' organisations means NGBs are receiving mixed messages.
- We suggested an ideal 'model' for the role of NGBs in Section 5.2.2 – we understand one size will not fit all, but we believe a **common frame of reference** is needed, which NGBs, Government, Sports Councils alike agree upon to aid clarity and understanding.

6 BARRIERS TO DELIVERING CORE FUNCTIONS (CHALLENGES TO MODERNISATION)

6.1 Introduction

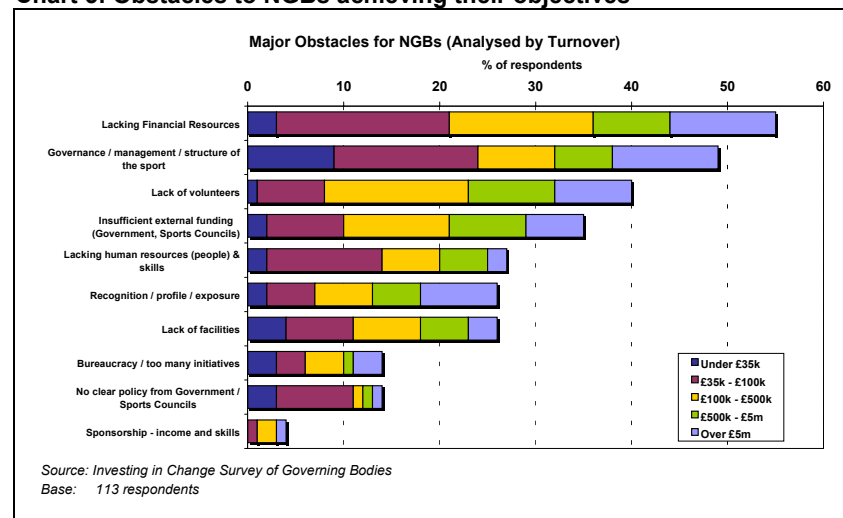
In order to identify the most appropriate delivery strategies, it is first essential to ask the question “What are the barriers to Modernisation – what is stopping change from happening”? As an outcome of the consultation exercise and survey, we have identified a number of barriers preventing NGBs from delivering their core functions. These barriers can be categorised into two main groups - external and internal barriers. Typically the external barriers are those over which the NGBs have little or no control whilst the internal barriers are those over which the NGB have a high degree of control. A flow diagram showing the analysis in this section is set out below.

Key question	Contents
<i>What external barriers are preventing my NGB from becoming more efficient & effective?</i> ↑	Section 6.2: External Factors - examination of a range of external factors identified through our consultations, the survey of NGBs and analysis of published material. These factors include: • Initiative led rather than strategy led funding; • Over reliance on grant funding and limited reserves; • Too many organisations setting strategy and not enough delivery; • Limited performance measures; • Fragmented delivery of funding.
NGB Modernisation ↓ <i>What internal barriers are preventing my NGB from becoming more efficient & effective?</i>	Section 6.3 : Internal Factors – examination of a range of internal factors identified mainly through our consultations, observations and focus group meetings. These are factors over which the NGBs should have a high degree of influence and include the following: • Reticence of NGBs to invest in themselves; • NGBs struggle to recruit high quality staff; • Too much time spent on “Firefighting”; • Difficulty in retaining and recruiting volunteers; • Limited focus on members services; • Ignoring basic business principles; • Poor corporate governance and financial mismanagement.



As part of the 'Investing in Change' NGB survey, we asked NGBs to state, in their own words, what they perceived to be the major obstacles preventing them from delivering their core objectives and operating effectively. Our analysis grouped similar responses by NGBs into key themes and the results are set out in Chart 5 below:

Chart 5: Obstacles to NGBs achieving their objectives



The results from Chart 5 lead to a number of relevant conclusions:

- Over half of NGBs put forward points around the theme of '**lacking financial resources**' (55%) and over a third (36%) saw '**insufficient external funding**' (Government, Sports Councils) as a key barrier. These concerns are not unexpected. It is a common reaction for NGBs to see their salvation in increased funding and elsewhere in this report we have commented upon the relatively static levels of external funding to NGBs.
- That said, the thrust of the Modernisation Programme is about improved 'efficiency and effectiveness' which, per se, is not about more money but about using existing resources in a more productive manner, not least to generate more income. In addition, key 'building blocks' of modernisation (see Section 4.4) include 'commercialism' – the need for NGBs to unlock their potential to increase revenue – and 'autonomy' – the need for some NGBs to break free of a 'dependency culture' on external funding and to become viable stand-alone operations. Hence, although we believe that NGBs would benefit from increased financial resources, these should primarily be achieved

through NGBs increasing their self-generated income, not least through modernisation.

- Moving onto specific barriers which the Modernisation Programme can tackle, roughly half of respondents (49%) saw issues relating to '**governance / management / structure of the sport**' as a major barrier. This is clearly a broad topic, but one which is fundamental to modernisation and a topic which is covered extensively in this report and the accompanying Competency Framework for NGBs (see section 7).
- Two out of five NGBs (40%) saw a '**lack of volunteers**' as a key barrier. The recruitment, retention, training and support of volunteers is key to an NGB's success. Accordingly, our report and Competency Framework again addresses this area.
- Just over a quarter of NGBs highlighted other areas which should indeed be addressed in modernisation, as they are essential to improving efficiency and effectiveness. These areas were '**lacking human resources (people) and skills**' (27%), '**recognition / profile / exposure**' (26%) and '**lack of facilities**' (26%). Again, our report and Competency Framework addresses these areas.
- Finally, significant numbers (14%) mentioned two 'external' obstacles, namely '**bureaucracy / too many initiatives**' and '**no clear policy from Government / Sports Councils**'. As highlighted elsewhere in this report, the modernisation of NGBs is reliant on – at least in part – improvements at Government and Sports Council level in terms of co-ordination and communication, to allow NGBs a clearer funding and guidance 'environment' to work within.

Having outlined at a high level the results from the 'Investing in Change' NGB survey, specific barriers are now discussed in more detail below. These barriers have been unearthed not solely through the survey, but also through extensive one-to-one consultations and focus groups with NGBs. Hence, they are not a simple reflection of the barriers highlighted already in Chart 5, but are a considered synthesis of all elements of our investigation.

6.2 External Factors

6.2.1 Initiative Led Rather Than Strategy Led

During our consultations many of the NGBs stated that they are reliant on relatively short-term initiative based funding for their existence and as a result tend to adapt their strategy to suit the funding initiative, and lack long-term stability. Using a business analogy, they tend to be 'supply driven' as opposed to 'demand led'.

We understand that until recently Sport England had over seventy different initiatives, all with potential funding and this has been a major distraction for NGBs. We understand that this is currently under review by Sport England and this may allow NGBs to refocus their effort on their own core functions. This has been a particular issue for the small to medium size NGBs.

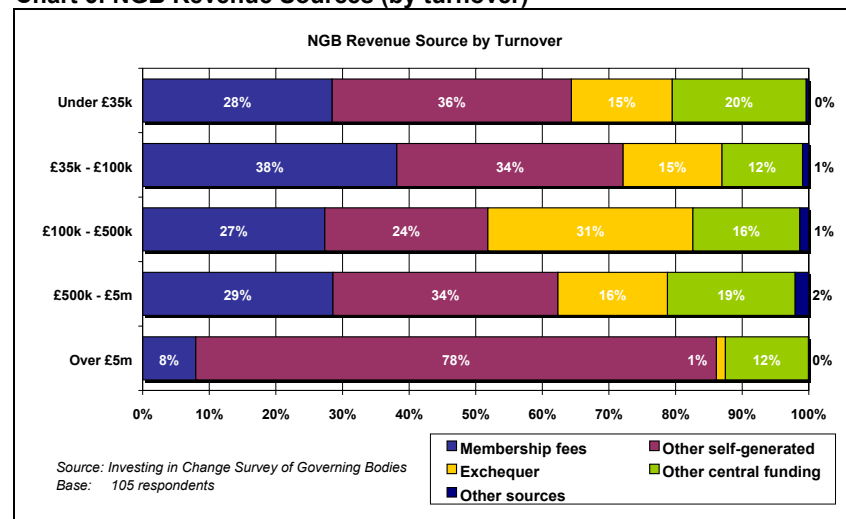
A clearer, more ordered funding 'environment', which is easier for NGBs to understand and navigate should enable them to turn more of their attention to pro-active development of their own strategies, away from the current reactive approach to external funding opportunities.

6.2.2 Over Reliance On Funding And Limited Reserves

Some of the larger NGBs have become highly dependant on the Exchequer funding they receive and their organisation would be severely impacted if the Exchequer funding was removed or even significantly decreased. Similarly, many NGBs are operating with very low reserves, which presents significant risks, especially given the highly litigious environment in which they operate. A key issue in the face of this dependency culture is how NGBs will deal with income decreases in future, as lottery income, in particular, is reduced.

In terms of dependence on grant funding we have set out in the chart below the level of funding that governing bodies receive, as articulated by NGBs in the 'Investing in Change' survey.

Chart 6: NGB Revenue Sources (by turnover)



From this chart it can be seen that on average, the NGBs most dependent on grant funding are those with a turnover between £100k and £5m per annum. The largest NGBs (over £5m) receive only 15% of their turnover in the form of grants generating 75% of their revenue from other self-generated sources. The smaller NGBs are also less dependent on grants due to their reliance on membership income and in many cases their inability to attract funding.

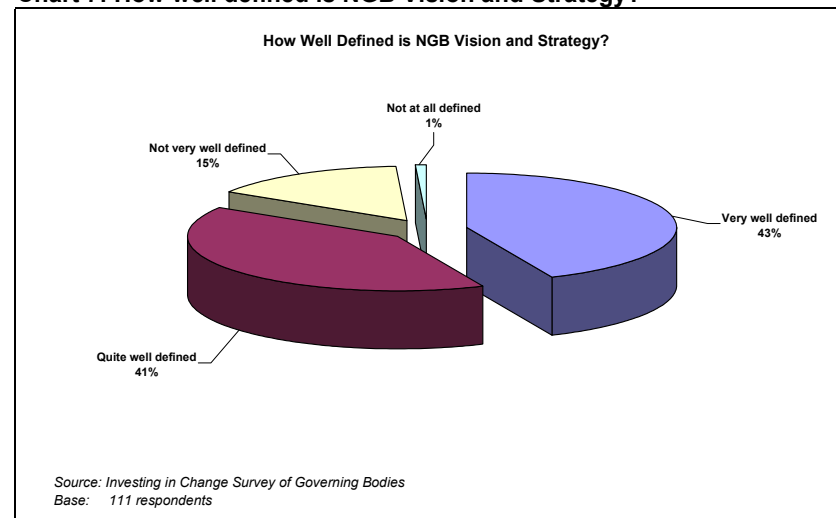
There is a strong sense of an 'entitlement' culture, with some NGBs expecting funding as a right, merely reinforcing the dependent relationship between funder and recipient.

For the long-term security of sports, it is imperative that such NGBs seek to transform their 'mind-set' towards one that sees increased self-sufficiency as an aspirational goal.

6.2.3 Too Many Setting Strategy Not Enough Delivery

The Government and many other organisations, which influence NGBs, are focused on developing strategies for sports and encouraging the NGBs to write strategies. In our survey we found that whilst many NGBs have a well developed strategy (see Chart 7 below) they are not always good at sticking to strategy partly because there are so many different organisations who are seeking to influence that strategy. It is therefore essential that fewer sports' influencers should seek to impose or require new strategies for NGBs. Equally, NGBs should ensure that having developed, what in many cases are sound strategies, that they stick to them and ensure that they are delivered.

Chart 7: How well defined is NGB Vision and Strategy?



6.2.4 Performance Measurement Criteria

The elite performance of many NGBs is assessed on number of medals - sporting performance in major competitions. Similarly NGBs typically measure the number of members rather than number of participants and this therefore neglects any initiative which NGBs have undertaken to stimulate interest in the sport. Furthermore, the data available for measuring against objectives is not always accurate or available. With the increasing shift from measuring inputs (what do we fund in an NGB) to a greater emphasis on funding outputs (how many more people are playing the sport) will necessitate the development of a much broader and more effective measure of the NGBs performance across a range of criteria.

With the exception of a few large NGBs there is a lack of Key Performance Indicators (KPI's) which allow NGBs not only to measure a much broader range of outputs, but allows them to make comparison over time and between sports. The Strategy Unit Report⁴ makes reference to the limited range of the performance measures used by UK Sport which focuses on medal tally rather than making an assessment of the "value of medals or the cost of achieving the medal". In the Competency Framework there are a range of KPIs which may help NGBs to measure their performance more effectively.

6.2.5 Fragmented delivery of funding and help to NGBs

There are several organisations who are providing ad hoc help and advice to NGBs – for example training courses in child protection, budgeting, sponsorship and so on. This group of organisations who provide assistance of some form includes UK Sport, the Home Country Sports Councils, Home Country Sports Associations (CBS, CCPR, NISF, SSA and WSA), along with other general sports organisations such as Sports Coach UK and Sprito.

Although we have seen some evidence of co-ordination between these organisations providing help, the fragmented approach has a number of drawbacks:

- NGBs are unclear of who to approach and what help is on offer;
- Economies of scale are lost and there may be duplication of effort / provision; and
- A chance is lost to provide one central hub which can act as a one stop shop / centre of excellence.

6.3 Internal Factors

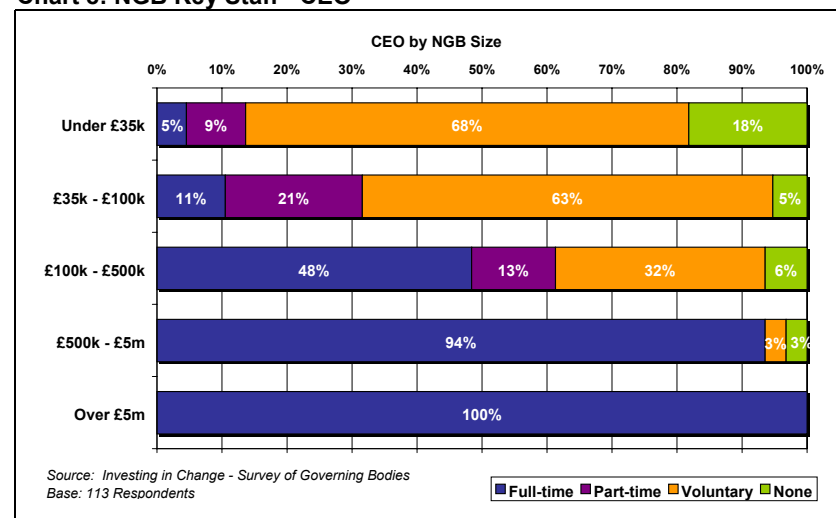
6.3.1 Reticence of NGBs to invest in themselves

A key theme, mirrored in several of the 'internal' barriers, is a general reluctance by NGBs to self-invest – in terms of staff, remuneration, infrastructure and so on. This may be because they feel money 'to the sport' must be maximised or member fees should be kept as low as possible or volunteers may react badly to paid staff. Whilst this is understandable, ultimately it will be a false economy. Prudent self-investment to improve staff and infrastructure is a pre-requisite for a sustained drive towards modernisation. There is a challenge to overcome these barriers so NGBs do feel able to put their own development as a core priority for the sport.

It also needs to be recognised by the key stakeholders that funding of core services is as important to the long-term development and sustainability of the sport as is investment in the sport itself.

The 'Investing in Change' NGB survey asked NGBs if they had staff in key management positions – full-time, part-time, voluntary or not at all. Charts 8 to 10 show the results for the position of Chief Executive, Finance Director/Controller and Marketing Manager. Each chart shows results for NGBs in different turnover bands.

Chart 8: NGB Key Staff - CEO



⁴ Game Plan - A joint DCMS/ Strategy Unit Report, December 2002

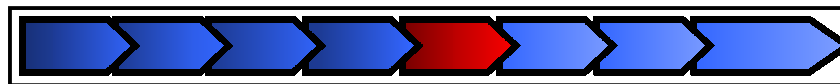
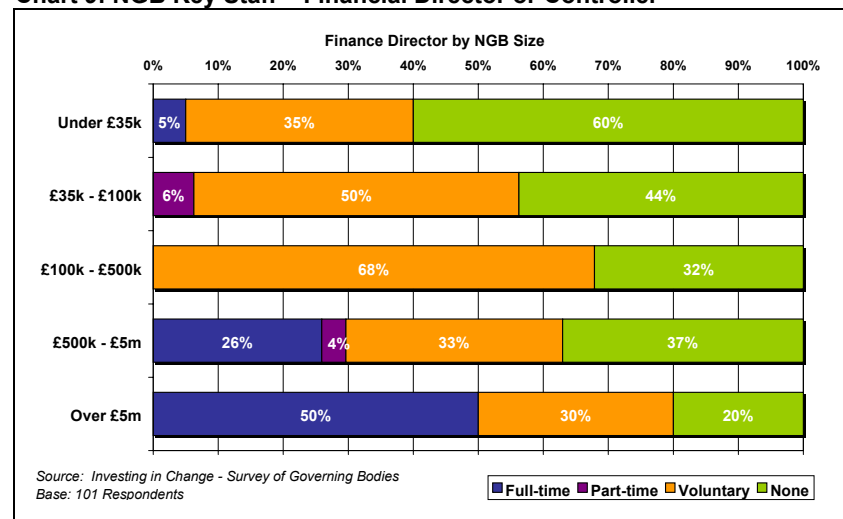


Chart 9: NGB Key Staff – Financial Director or Controller



most NGBs with a turnover above £500,000 employ a full time Chief Executive it is surprising how few employ either a full time Financial Controller or Finance Director. Given that 17% of NGBs are forecasting that they will make a loss this year we would have thought that it is essential that strong financial management is injected into NGBs.

6.3.2 NGBs Struggle To Recruit High Quality Staff

NGBs can be likened to businesses in terms of the effort and competence required to make them operate effectively. However, the funding (when available) to recruit CEOs is often limited and this means the NGB is reliant on either a part-time CEO (despite a full time workload) or personnel who do not have the experience or competence required. For example, one NGB is reliant on the goodwill of the CEO to work a significant number of extra hours, above those she is contracted to work, to ensure the work is done. Equally, one NGB acknowledged that their CEO (since departed) had been of a comparatively poor standard but that given the very low salary they were able to afford, “it was the best we could expect on such a low salary”. NGBs must realise that making an investment in a few key personnel is likely to show a better return for the sport as a whole than the same investment in coaching staff.

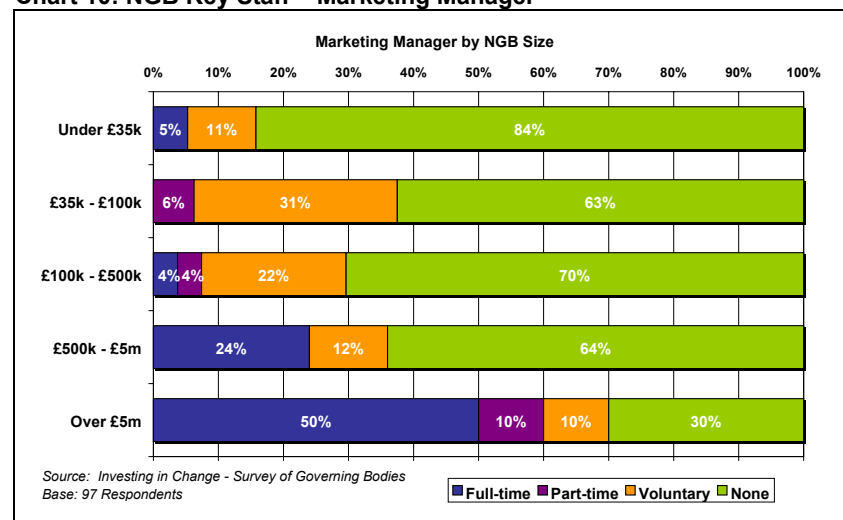
6.3.3 “Firefighting”

We found many examples of CEO’s who spent a significant proportion of their time firefighting and insufficient time dealing with the key matters of running the NGB to maximum efficiency. Part of the problem relates to the lack of resources and the fact that all responsibilities feed to one individual. Many CEO’s said that if there were some central resources they could draw upon for certain tasks, this would help them use their time more effectively in “managing” the NGB. This is not an untypical problem found in many small businesses and organisations.

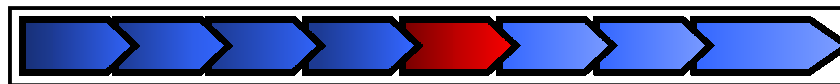
6.3.4 Recruitment and Retaining Volunteers.

NGBs rely on the goodwill and dedication of their volunteers. However, in today’s society people are increasingly unwilling to give up their free time. One CEO stated that traditionally parents had brought their children along to events and then may have stayed and helped with stewarding, judging etc. However, today, parents are more likely to drop off their children and return to pick them up at the end of the event. This may indicate that some people see sport increasingly as a commodity rather than something to develop a long-term relationship with. This raises the issue of the requirement for volunteer training, in child protection issues for example. It is no longer as simple as parents volunteering time ad-hoc. The volunteers system is increasingly formalised and ‘regulated’.

Chart 10: NGB Key Staff – Marketing Manager



The implications of this are that NGBs will always find it hard to improve if they employ so few professionals who could help deliver that change. Whilst



Another CEO stated that the shift in his sport towards the commercial sector indicated that increasingly participants wanted to be engaged in the sport but not with the governing body.

In order to address this issue it is essential for NGBs to recognise the need for specific actions and activities to help recruit and retain volunteers. This ranges from training and development of volunteers to engaging third parties to help in the recruitment process. Specific details are set out in the Competency Framework.

6.3.5 Limited Focus On Customer (Member) Services

As many NGBs have not fully defined their value propositions they are reluctant to increase member services, and as a result the income from membership is under-developed in terms of running the business. Most of the NGBs offer services such as insurance, but we have seen very few NGBs who offer a strong and compelling package of real added value benefits. Some NGBs are also very reluctant to increase charges to their members and in some cases may undervalue how much members will pay. Equally some NGBs struggle to increase charges because they fail to provide services which their members value.

Moreover, some NGBs focus on 'membership', whilst there are also opportunities amongst general participants for income generation. Participants provide a greater population for potential income generation, for example through the provision of training and/or merchandise. Hence, strategically for NGBs the drive should be towards increasing participation, as well as recruiting and serving members.

However, some NGBs are reluctant to take a 'commercial' stance, which might be seen as compromising the 'ethics' or 'values' of their NGB or sport. Whilst we understand this ethos – that the NGB is the manifestation of its members – it is important that offering enhanced packages to members and extracting fair value for those is in the best interest for the sport.

NGBs must test the key price points for their members and participants and understand in more detail what services these customers want to ensure that they are serving members and maximising that income stream. We have heard of a number of examples where NGBs are reluctant to increase annual membership fees by as little as £1 per annum based on assumptions about what members are prepared or not prepared to pay. It will be essential for NGBs to test this carefully and fully understand the consequences of failing to maximise membership revenues or tap into the broader customer base of participants.

6.3.6 Ignoring Basic Business Principles

Many people working for NGBs (for example volunteers and also Board Members) do not appear to apply business logic to the management and

operation of the NGB. This behaviour was evidenced in some of our consultations and reflected in the minutes of several NGBs' Board Meetings. The non-business-like approach manifests itself in NGBs' inability to articulate or influence strategic objectives, develop a more commercial approach to financial management, pay attention to the detailed running of the business or monitor compliance with legislation. Openness and transparency are also key qualities that should be more commonplace. In some cases, failure to manage NGBs like a business has resulted in insolvency. However one of the recurring themes we heard when interviewing Full Time CEOs was that NGBs are just like a business and the same rules should apply.

Ensuring that senior staff are adequately trained and that there is a programme of continuing professional development (CPD) in place will be an essential element of the modernisation process.

There appears to be a commonly held view amongst some of the NGBs that Government has a role to bail out failing NGBs. This is a presumption that must change and NGBs must ensure that this position does not arise.

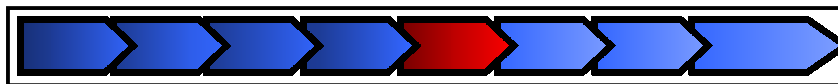
6.3.7 Poor corporate governance and financial mis-management

Over recent years a number of NGBs, of varying sizes, have encountered severe financial difficulty – leading in some cases to the need for direct intervention by Home Country Sports Councils to ensure the on-going running of the NGB. We have also encountered a number of instances of poor financial management of NGBs. Common themes emerging included:

- Lack of adequate financial controls, monitoring and reporting lines to ensure those individuals responsible for the financial operation of an NGB are operating effectively and openly;
- Individuals in charge of financial control are lacking sufficient skills; and
- Lack of succession planning for volunteers who take responsibility for financial management resulting in major problems when the volunteer leaves or retires.

Such incidences highlight the need for the bedrock of modernisation to be effective corporate governance, including financial controls, for NGBs. Accordingly, these are key competency areas discussed later in this report and incorporated into the Competency Framework.

Well publicised financial problems for an NGB dents the credibility of all NGBs and can serve as a disincentive for members to join. It is crucial that NGBs lead by example in terms of effective financial management and operations if they are to be 'trusted' by the rank and file grassroots members and volunteers.



Currently there is a programme of management audits, which identify governance issues and this process should continue with examples of best practice cascaded down to smaller NGBs.

6.4 Conclusion

What does the analysis in Section 6 tell us regarding the barriers to delivering core functions within the NGBs?

- Whilst most of the NGBs identify funding, governance and lack of volunteers as the three major obstacles to delivering core functions effectively and efficiently, our evidence based on consultations and focus groups suggest that NGBs have a high degree of influence over at least two of these factors.
- When examining the external factors holding back NGBs a number of these factors can again be influenced by the NGBs. The exception to this is the fragmented funding of NGBs which forces some NGBs to develop less than ideal structures and working practices in order to access that funding.
- In terms of the internal factors, the key driver to implement modernisation is the desire and will of the NGB. There are a number of NGBs that are embracing modernisation and have shown that they can influence these factors.
- However, for the smaller NGBs there remains a resourcing issue which needs to be addressed by the Sports Councils and which we have included as part of our recommendations in Section 9.

7 THE COMPETENCIES NEEDED TO BECOME MORE EFFICIENT AND EFFECTIVE NGBs

The list of sports with recognised NGBs at UK and / or home country level is incredibly varied. The spectrum stretches from some of the most popular sports in the World to minority recreational activities. Therefore 'Modernisation' will entail different things for different NGBs - clearly one size does not fit all. NGBs are at various levels of development and sophistication and have very varied levels of resources. This means they also have differing objectives and capabilities.

Accordingly, this section provides a system for placing or 'segmenting' Governing Bodies into five 'categories', so appropriate 'competency frameworks' suitable for each category can be developed (Section 7.1). It then identifies the critical 'success factors' for NGBs - the key areas we have identified which NGBs must focus upon if they are to become more effective and efficient (Section 7.2).

Each separate 'success factor' forms the basis of one part of the Competency Framework. To sum up, this section helps address three questions:

- **How can NGBs of different sizes be categorised into similar sized groups?**
- **What are the key 'success factors' for NGBs to become more efficient and effective?**
- **For an NGB in a particular category, what are the realistic achievement targets for each 'success factor'?**

7.1 Segmentation of NGBs

We have used data derived from the 'Investing in Change' NGB Survey, which had responses from 141 NGBs, to perform an initial segmentation of those NGBs, as a step towards developing appropriate frameworks for each category of NGB.

In this section we outline and explain the criteria we have used to segment NGBs into one of five categories. These criteria were chosen as being the most suitable to assess NGBs as they are **objective** and **easily measurable**.

The following criteria, using data from the 'Investing in Change' NGB Survey, were used to 'segment' NGBs.

- Annual Turnover/Income;
- Proportion of turnover from grants, as opposed to self-financed income sources;
- Number of paid management and administration staff – full-time and part-time;
- Number of Member Clubs; and
- Number of Individual members.

Each of the above criteria, including results from the 'Investing in Change' NGB Survey, is discussed briefly below.

The criteria segment NGBs in terms of each NGB's size (in a broad sense) as this most accurately reflects 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 coaching structure, services to members, and business administration as a large NGB with professional players and significant commercial income. This also acknowledges that small NGBs can be just as efficient and effective as a very large NGB **when judged against criteria that are appropriate for that individual NGB**. The competency frameworks vary for each category of NGB to reflect this and each NGB will be able to assess the extent to which they are achieving these success criteria today.

It is possible to segment NGBs according to factors other than 'size'. For example, the structure of sports, as outlined in Section 5, may mean that NGBs within a federal based sport structure have differing needs to others. However, in our opinion, it is more applicable to segment NGBs according to size as this is the key determinant of their current resources, potential and the realistic targets for modernisation which can be set. Other factors may have an influence over an NGB's strategy, direction and goals. However, it would not be useful to segment NGBs in this manner.

In addition, our Competency Framework will reflect the distinction between a Home Country NGB and a UK/GB NGB. Depending upon the strategic goals and core purpose, some competency areas will be more relevant and others less relevant for an individual NGB.

It must be remembered that this segmentation of NGBs is only indicative, solely for this project, to help develop appropriate competency frameworks for different sizes of NGBs. When this model framework is used by NGBs, it will be up to each NGB to carry out a process to determine which segment it sits in – a process which is outlined later in this report. **Moreover, this segmentation does not, and should not act as a guide to the allocation of funds for modernisation or other funds.**

7.1.1 Annual turnover/Income

The annual turnover of an NGB gives the most useful indication of its 'size' since the level of turnover dictates the resources and staff the NGB has and fundamentally affects the scale of what the NGB can deliver.

Chart 11 below plots the turnover of the NGBs which took part in the 'Investing in Change' NGB survey.

Chart 11: NGB Turnover

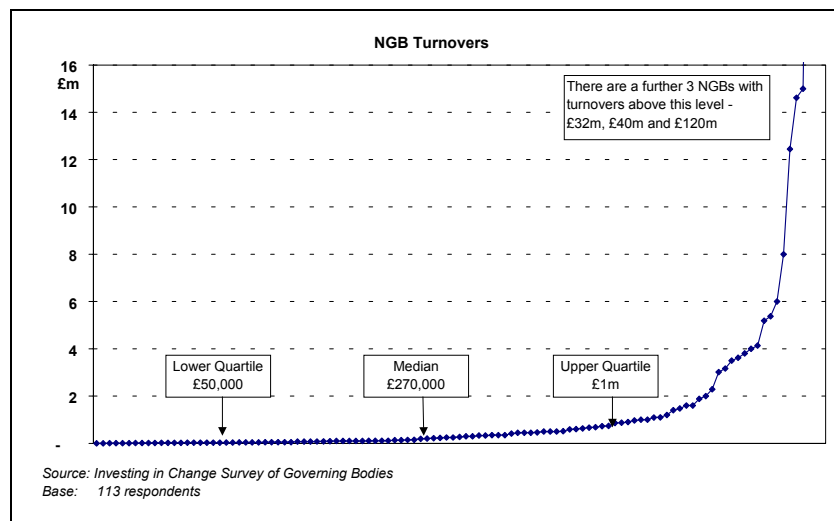


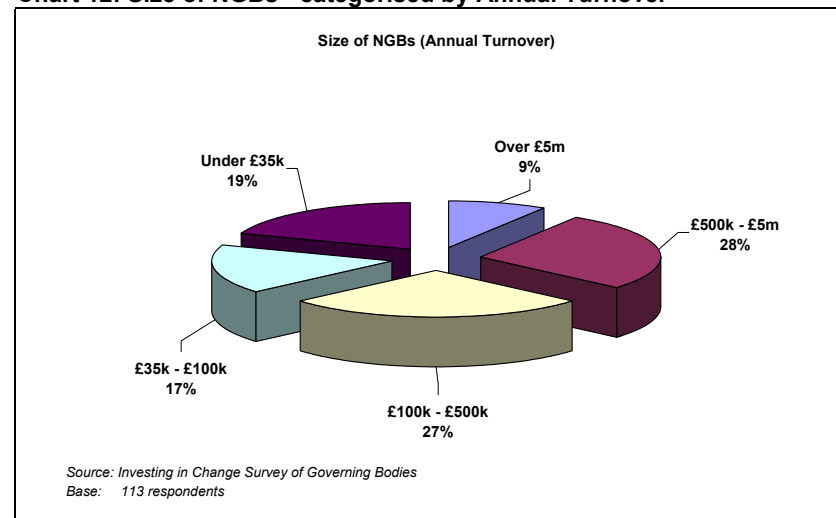
Chart 11 shows that a very few, large NGBs dominate the 'sportscape'. In fact, 3 NGBs are 'off the scale', with the largest having a turnover of c. £120m. The majority of NGBs are small-scale organisations, with 25% having a turnover under £50,000 and 75% under £1m.

Hence, the bands we used for segmenting NGBs by turnover take account of the large numbers with smaller turnovers. The bands used for turnover analysis are as follows:

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

Chart 12 shows the turnover in the above bands for the NGBs which took part in the 'Investing in Change' NGB survey.

Chart 12: Size of NGBs - categorised by Annual Turnover



7.1.2 Proportion of turnover from grants

The proportion of an NGB's annual turnover that comes from grants (lottery or Exchequer) indicates how dependent/self-reliant that NGB is and may indicate the degree of commercial development of the NGB.

Chart 13 shows the average turnover split for the sample of NGBs which took part in the 'Investing in Change' NGB survey.



Chart 13: Size of NGBs (% of income derived from grants)

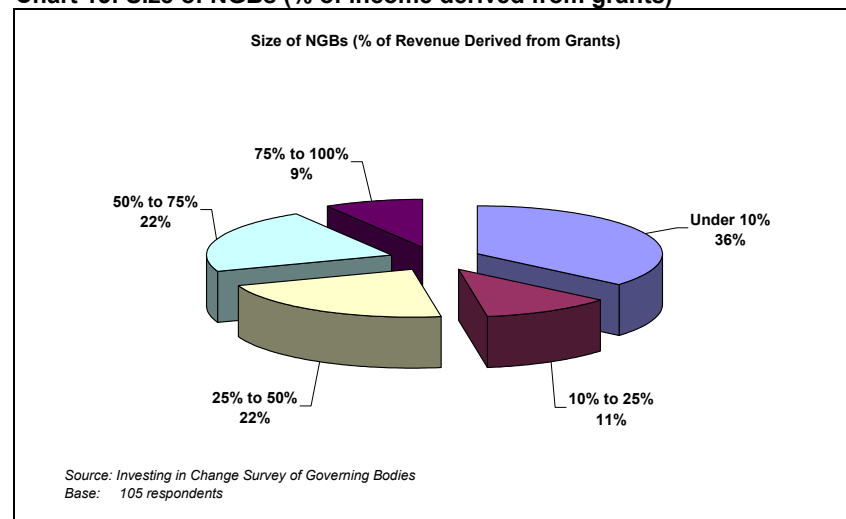
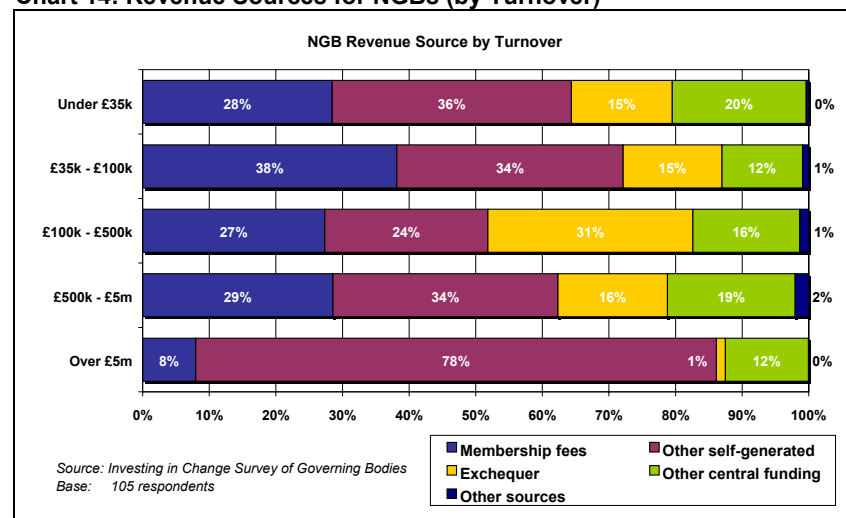


Chart 14 shows the split of revenue sources for NGBs in the different turnover bands from 7.1.1 above.

Chart 14: Revenue Sources for NGBs (by Turnover)



Conclusions from Chart 14 include:

- The largest NGBs in turnover are least dependent upon central funding (13%);
- Although central funding is important for smaller NGBs (35% of turnover on average) for those with a turnover under £35k and 27% for those with a turnover of £35k - £100k), membership fees and other self-generated income provides the primary income; and
- Medium sized NGBs are those most dependent upon central funding (47% for those with a turnover of £100k - £500k and 35% for those with a turnover of £500k - £5m).

The bands we suggest for segmenting NGBs by proportion of turnover from grants are as follows:

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

7.1.3 Number of paid management and administration staff

The number of paid management and administration staff – i.e. those who 'run' the NGB, its business and administration - indicates the staffing resources available to be deployed on running the NGB. In simple terms, the more staff the higher the potential capability of the NGB.

Chart 15 shows the average number of paid and management staff of NGBs which took part in the 'Investing in Change' NGB survey



Chart 15: Size of NGBs (staff numbers)

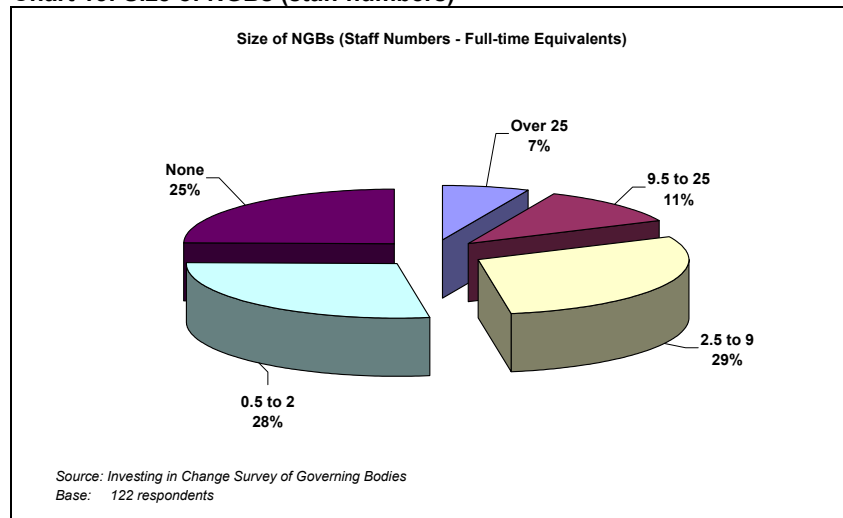
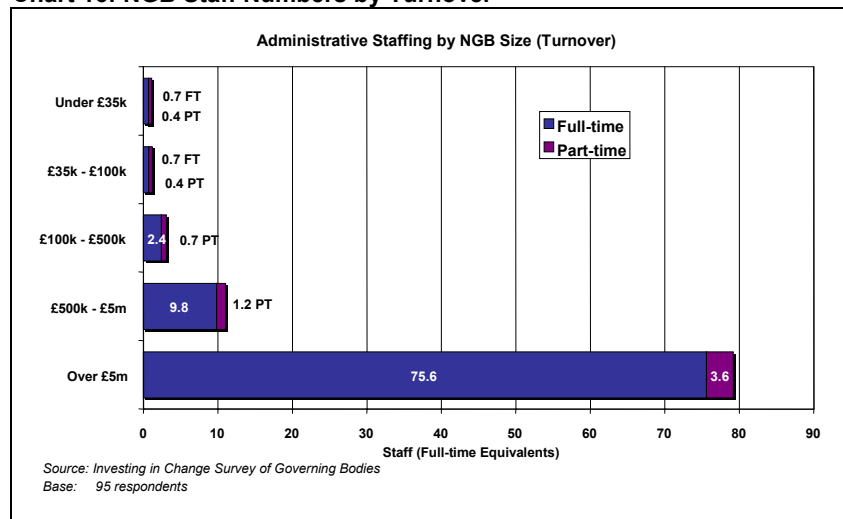


Chart 16 shows the levels of for NGBs in the different turnover bands from 7.1.1 above.

Chart 16: NGB Staff Numbers by Turnover



Conclusions from Chart 16 include:

- There are very low levels of paid staff for NGBs with a turnover under £100k;
- It is only when NGBs have a turnover over £500k that a core team of management staff is present; and
- Given the small turnover levels of most NGBs, it is unsurprising that most do not have even a core group of management staff. Our recommendations [see section 8] reflect this in terms of the need to provide shared services and other outsourcing solutions to many NGBs.

Given the above, the bands we have used for segmenting NGBs by number of paid management and administration staff are as follows:

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

7.1.4 Number of Member Clubs

Although each NGB will have its own working definition of Member Clubs, the definition will commonly include clubs which are formally recognised by and affiliated to the NGB, come under NGB jurisdiction and commonly pay a fee to the NGB.

The number of Member Clubs of an NGB is one indication of how many 'customers' an NGB has to serve (with the obvious caveat that some NGBs do not have Member Clubs at all). In our sample, over 80% of NGBs do have Member Clubs.

A key theme from consultations, focus groups and the 'Investing in Change' NGB survey is that Member Clubs are a primary concern for NGBs and that a core activity is to service those Members.

Hence, the number of Clubs for an NGB will offer a further indication of the size, sophistication and level of development of an NGB.

Chart 17 below plots the number of Member Clubs for NGBs in the survey sample.

Chart 17: NGB Member Club Numbers

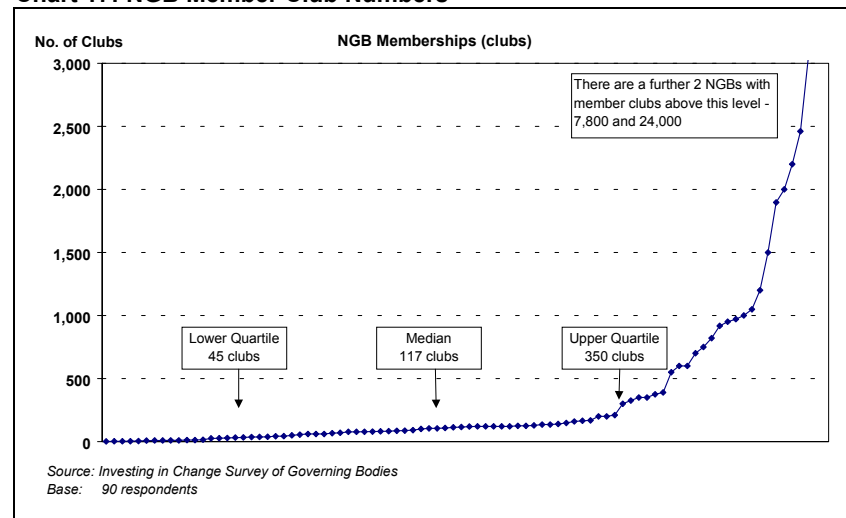


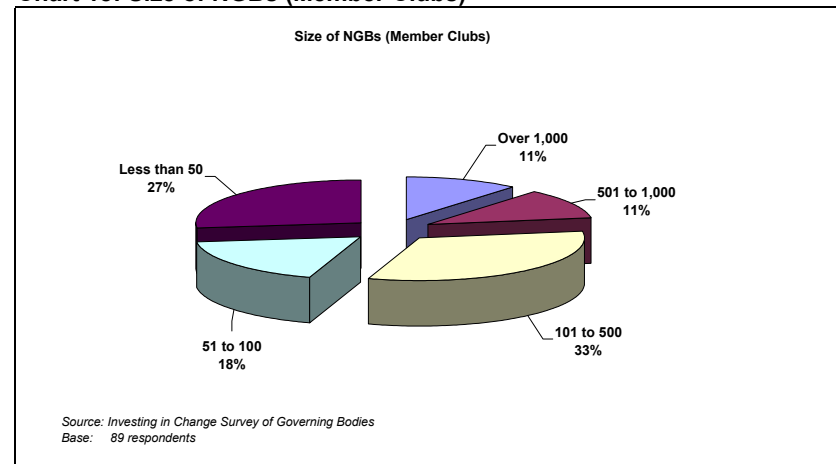
Chart 17 shows similar results to turnover (7.1.1, Chart 11) in that a very few, large NGBs dominate in terms of the number of Member Clubs.

Hence, the bands we used for segmenting NGBs by number of Member Clubs takes account of the high proportion with smaller numbers of clubs. The bands used for number of Member Clubs are as follows:

Number of Member Clubs	Segment
Over 1,000	1
501 to 1,000	2
101 to 500	3
51 to 100	4
Less than 50	5

Chart 18 shows the sample of NGBs which took part in the 'Investing in Change' NGB survey, split by the above segments on number of Member Clubs.

Chart 18: Size of NGBs (Member Clubs)



7.1.5 Number of Individual Members

As with Member Clubs, NGBs will have their own working definition of Individual Member. The definition will commonly include individuals who are formally recognised by and affiliated to the NGB, come under NGB jurisdiction and commonly pay a fee to the NGB, either direct or through a Member Club.

The number of Individual Members of an NGB - as with Member Clubs - is one indication of how many 'customers' an NGB has to serve (with the obvious caveat that some NGBs do not have Individual Members).

Again, evidence from consultations, focus groups and the 'Investing in Change' NGB survey is that Individual Members are a primary concern for NGBs and that a core activity is to service those Members.

Chart 19 below plots the number of Individual Members for the NGBs which took part in the 'Investing in Change' NGB survey.

Chart 19: NGB Individual Membership Numbers

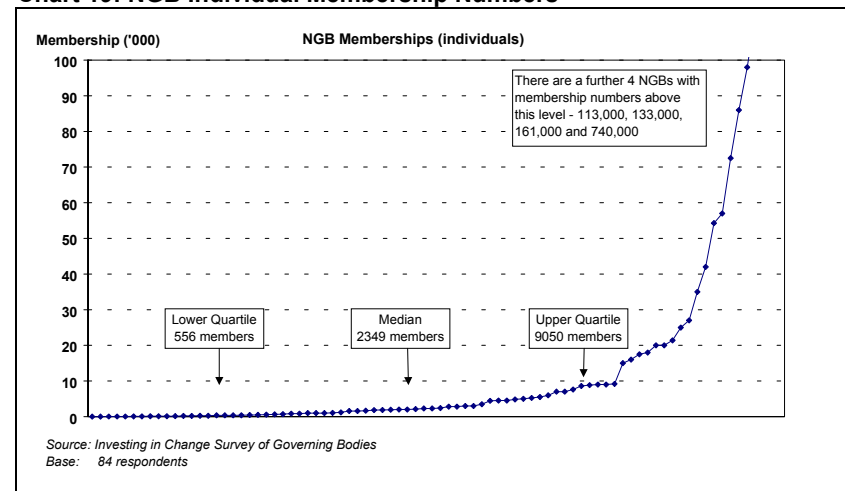


Chart 19 shows similar results to turnover (7.1.1) and Member Clubs (7.1.4) in that a very few, large NGBs dominate in terms of the number of Individual Membership numbers.

The bands used for number of Member Clubs in the segmentation are as follows

Number of Individual Members	Segment
Over 50,000	1
10,001 to 50,000	2
2001 to 10,000	3
501 to 2,000	4
Under 500	5



7.1.6 Summary of Segmentation

The table below summarises the criteria for segmenting NGBs as outlined in 7.1.1. to 7.1.5 above.

Segment	Annual Turnover	Proportion of turnover from grants	Number of paid management and administration staff	Number of Member Clubs	Number of Individual Members
1	Over £5,000,000	Under 10%	Over 25	Over 1,000	Over 50,000
2	£500,000 - £5,000,000	11% to 25%	9.5 to 25	501 to 1,000	10,001 to 50,000
3	£100,001 - £500,000	25% to 50%	2.5 to 9	101 to 500	2001 to 10,000
4	£35,001 – £100,000	50% to 75%	0.5 to 2	51 to 100	501 to 2,000
5	Under £35,000	75% to 100%	None (0)	Less than 50	Under 500

7.2 Success factors for NGBs

In this section we identify the key areas which NGBs must focus upon if they are to become more effective and efficient. These 'success factors' are the functions in which NGBs must be competent, if they are to deliver their core purpose and functions, as outlined in Section 4. **These success factors form the basis of the Competency Framework for NGBs.**

When identifying the 'success factors'; we have paid attention to ensuring that they

- are **relevant** to NGBs;
- are designed to **complement** the **core purposes** and **common activities** which NGBs undertake; and
- are **achievable** for NGBs – the 'success factors' are set realistically for each segment.

These 'success factors' are the key ingredients to aid the modernisation of NGBs. If NGBs address these areas in a professional and committed way, they should make significant improvements in their effectiveness and efficiency.

The table below sets out each 'success factor', with a brief reason for inclusion and overview.

Success factor	Reason for inclusion and brief overview
Effective Corporate Governance	➤ Corporate governance is the system by which organisations are directed and controlled. Many of the success factors flow from effective Corporate Governance. More and more not-for-profit organisations, such as charities and sports governing bodies are implementing best practice guidance for good corporate governance for a number of reasons since it... ● Aids the risk management of the NGB – regarding financial, legal and business risks. Only with a sound system of internal control can an NGB safeguard its members' interests, its assets and act as the proper custodian of the sport; ● Ensures transparent financial disclosure and presentation to all stakeholders. Effective financial controls, including the maintenance of proper accounting records, are an important element of internal control. They help ensure that the NGB is not unnecessarily exposed to avoidable financial risks and that financial information used within the business and for publication is reliable. They also contribute to the safeguarding of assets, including the prevention and detection of fraud; and ● Facilitates the effectiveness and efficiency of operations, helps ensure the reliability of internal and external reporting and assists compliance with laws and regulations. ➤ For this project, we have also included the following elements under Effective Corporate Governance ● Management Structure – setting out the various staff roles that should be included in the management team of NGBs of different sizes; ● Adherence to Best Practice – NGBs should where possible adhere to certain standards as set out in a Governance best practice guide; ● Long-term Strategic Plan - to allow NGBs to set a clear strategy for what they want to achieve over a 4-6 year period for example, and the key activities that should take place in order to fulfil that strategy; ● Strategic Review Procedures – it is essential that there is a regular and effective review process to ensure that the strategy is still relevant for the NGB; and ● Roles and Responsibility of Chief Executive Officer (CEO) - a clear job description, targets and performance measurement.



Success factor	Reason for inclusion and brief overview
Sport & Business Administration Effectiveness	➤ It is 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 on-going funding. Sports & Business Administration Effectiveness will flow in large part from Effective Corporate Governance, and from the systems and procedures set in place by an NGB's management team. Specifically, under this heading we have included: ● Meeting the Requirements of the Management Audit - There is currently an effective programme of Management Audit reporting for NGBs which should continue to be used as the basis for further development and monitoring of Business Effectiveness; ● Sport Development - a clear plan of how the sport will develop over time and what are its key sports development objectives, articulated in a series of sports development plans agreed with the Sports Councils; ● Rules and Regulations - The NGB, as custodian of the sport, must develop and maintain an effective, transparent and credible system to ensure rules and regulations are adequately enforced and developed, and for dispute resolution; and ● Equity Programme Requirements – NGBs should ensure they have an adequate Equity programme in place.
General Financial Performance	➤ The financial performance of an NGB is critical to its ongoing future. Therefore, the highest standards of financial performance should be maintained. Within this success factor we have included: ● Financial Skills and procedures - should flow from Effective Corporate Governance and also relate to staff and Board member financial skills and financial systems the NGB uses; and ● Ratio of Government Funding to Total Income - many NGBs are highly dependent on Exchequer funding for their day to day operation meaning they are highly vulnerable to any downturn in future funding. To ensure future stability, NGBs should seek to become less dependent on Exchequer funding.
Coaching Structure for Grass Roots, Developing Talent and Elite Athletes	➤ It is essential that NGB's have an effective coaching structure in place to ensure that all levels of participants are provided with development and guidance to ensure they are able to play the sport to the best of their ability. This success factor includes: ● Participation Level - ensuring there are adequate programmes in place in order to increase participation; ● Talent Development - a strategy and system for development of national and regional performance centres; and ● Elite Performance – a strategy and system for development of elite performance.
Coaching Structure for Grass Roots, Developing Talent and Elite Athletes	➤ NGBs face pressure to rationalise their numbers - as mentioned in the DCMS Strategy Unit Report of 2002. This success factor looks at the structure of sports including co-ordination between Home Country and UK/GB NGBs, and specifically addresses: ● Model Structure – the suitable structure for NGBs within a sport; ● Relationships with UK / Other Home Countries – the nature of contact, communication and roles with respect to other NGBs; and ● Relationships with International Governing Body - the nature of contact, communication and roles with respect to international NGBs.



Success factor	Reason for inclusion and brief overview
Service to Members	Members are the life-blood of many NGBs. It is vital that the level of services provided is of a quality to attract and retain members. This success factor covers: • Services to be provided for members and clubs – different types of appropriate membership services and benefits; • Database – of members/customers; and • Communication with members – minimum levels of communication with members.
Volunteer Management	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 and retaining volunteers and ensuring that they have been adequately trained for their tasks. This success factor encompasses the following elements: • Volunteer Recruitment and Development – suitable programmes to recruit, train, manage, support and retain volunteers.
Event Management	A key role for NGBs is event management – setting strategy, setting up and running of competitions. This success factor will encompass: • Organising Competitions – at all levels of the sport; and • Hosting Major Events.
Partnerships with Local Authorities, Education and Commercial Sector	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 main delivery agents of the sport, mainly Education, Local Authorities and the Commercial sector. This success factor incorporates partnerships with: • Education – strategies and programmes to engage with education establishments at all levels – primary to university; • Local authorities – covering joint initiatives and facilities; and • Commercial sector - enabling sponsorship income for various elements of the sport.
Exploitation of Commercial Opportunities	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 NGBs or the sport itself.
Performance Management	It is crucial for NGBs to put in place adequate systems to monitor and evaluate their performance over time across the success factors outlines above. This entails: • Measurement systems – to gauge satisfaction of members, clubs and partners, collecting and monitoring data and so forth; and • Key performance indicators (KPIs) – NGBs should devise their own appropriate KPIs against which performance will be measured.

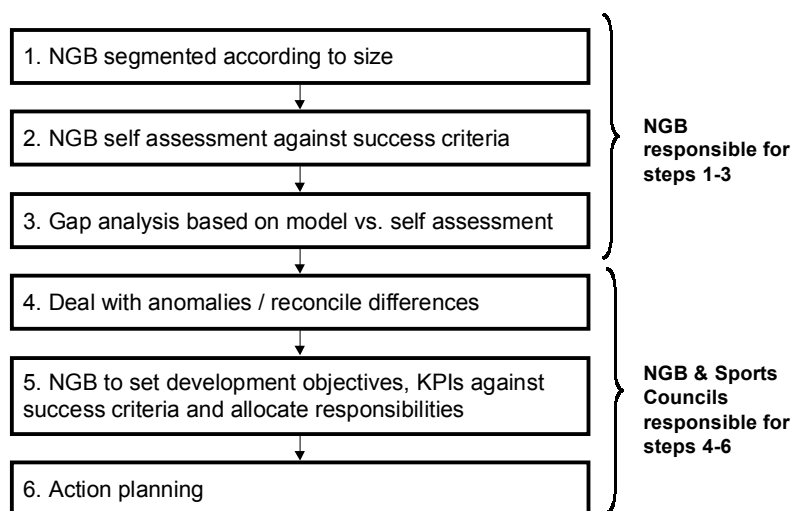
Having identified the key 'success' factors for NGBs, which form the basis of the competency framework, it is apposite to now explain the process for NGBs to assess their level of competence - see Section 7.



8 PROCESS FOR NGBs TO ASSESS COMPETENCE

8.1 Introduction

One of the underlying themes of our project was "to develop a model **with** NGBs **for** NGBs". Given this, the process we have proposed is centred around NGBs. The process for NGBs to self-assess and develop action plans for modernisation is described in the diagram below.



8.2 Step One

During the 'Investing in Change' project, we recognised that NGBs could be easily differentiated according to their core focus (e.g. elite development, participation or in most cases a dual focus) or their size. After a survey of over 140 NGBs, it became apparent that the most significant differentiation was size.

Section 6.1 outlined the criteria for segmenting NGBs according to size.

NGBs that are dealing with a large number of members or a high turnover of funds inherently deal with more risk, and as a result they require more sophisticated processes to manage operations. Therefore, the first step of the process should be the segmentation of the NGB in relation to all other NGBs. As outlined in Section 7.1, according to an NGB's category, it will be aligned to (and should be measured against) a set of success criteria from the Model Framework.

8.3 Step Two

The second step of the process allows the NGB to self assess themselves against the Model Framework. A representative from the NGB will need to read through the descriptions of each of the success criteria and select at what level they believe their NGB currently operates.

8.4 Step Three

In step three, the NGB should compare their core (level) self selected with the ideal level within the model. A comparison between each level will result in a score against each measure of success. For example, an NGB may select level 2 in communication given their ideal level in the model framework is 3. Therefore, their gap would be "Model Level" - "Self Assessed Level" (3-2), Positive 1. That is, they are performing at the level above what is expected of an NGB of their size.

8.5 Step Four

We recognise that there are many differences across sports and their NGBs. Therefore, it is critical in the process to have a step to identify and reconcile anomalies. For example, an NGB which has no members could ignore the success criterion "Member Services". This process should be done with the representative sports council or core funder. Based on any revisions, the gaps in performance will be prioritised and realistic development objectives can be established. This step is critical to step five.



8.6 Step Five

The purpose of step five, is to use the model framework and gap analysis to develop realistic objectives for the NGB. A critical part of step five is to identify relevant KPIs for each of the success criteria, and especially those with development objectives assigned to them. The model framework includes example KPIs; however, the NGBs and sports councils should develop their own set of KPIs, specific and relevant to their circumstances.

We envisage that at this stage NGBs may also wish to consult with relevant parties (e.g. representatives of volunteers, clubs, commercial partners and so on) within their NGB to agree the modernisation objectives for the NGB and gain the 'buy in' of those parties. For efficacy, the consultation process should be focused and conducted within an agreed timeframe, to avoid unnecessary debate. The focus should be on the NGB management to explain the rationale for modernisation objectives and next steps.

8.7 Step Six

The final step of the process is to develop action plans (with responsibilities assigned) and in some cases develop a funding request. Again, the action planning should be done in collaboration with the sports councils in order to take advantage of the advice and assistance they can offer to prepare a realistic funding request.

We would recommend that the Sports Councils work with the NGBs to understand the results of their self-assessment and help them to define development objectives and actions plans. The results of this process will also assist with the funding process and the development of "one stop plans".

Not all NGBs will receive funding to help them modernise. However, it is important that NGBs see modernisation as a beneficial goal worthy of their own investment, rather than as a means to access government grants.



9 RECOMMENDATIONS FOR MODERNISATION

9.1 Introduction

Having reached this stage of the report, we would expect that an NGB could answer positively to points such as,

“Yes, we/our NGB understands what Modernisation is”.

“Yes we agree that the vision of a modernised NGB is one we should aspire to. We want to be a ‘modernised’ NGB”.

This immediately begs the next question.

“So what does my NGB do now to achieve that vision?”

This section seeks to answer the above question. The danger is that NGBs may ‘buy into’ the vision and philosophy of modernisation, but that the process might stall there and then. As stated, the Modernisation Programme will be one of evolutionary change, not overnight revolution – although for some NGBs it may require a ‘revolution’ in thinking to side-step the status quo. Hence, it is crucial that the Modernisation Programme, and the Competency Framework in this report becomes a living ‘manual’ to help NGBs on the modernisation process.

This section therefore addresses three relevant areas so the findings of this report can be translated into meaningful action, change and achievement. We propose:

1. Recommendations leading to **Action Points** for NGBs (Section 9.2);
2. **Support structures** that may help with implementation (Section 9.3); and
3. A high level **‘roll-out’ plan** for the Modernisation Programme to provide a route-map towards achievement (Section 9.4).

Although the *‘Investing in Change’* study is primarily ‘diagnostic’ in nature, this section provides a bridge to the ‘action’ phase which is the on-going Modernisation Programme. This ‘action’ or implementation phase will require further planning and management, with the ultimate aim of NGBs fulfilling the visions they aspire to for their modernisation within the next 2-3 years.

9.1.1 Gaining NGB ‘buy in’ to the modernisation programme

NGBs feel increasingly pressured in terms of workload. For example, many complain of *‘initiative overload’*. If modernisation is to succeed, NGBs must ‘buy into’ the programme. Solutions should not be seen as ‘compulsion’ but equally NGBs must recognise the need to change and that they are responsible for their own future. NGBs that fail to change will suffer the same consequences as any other 21st century organisation that fails to respond to the changing environment in which they operate.

The modernisation programme, including the Competency Frameworks we have outlined, should be a ‘tool’ for NGBs to use for self-assessment and guidance, and **should be web based** for ease of use. This provides a number of benefits:

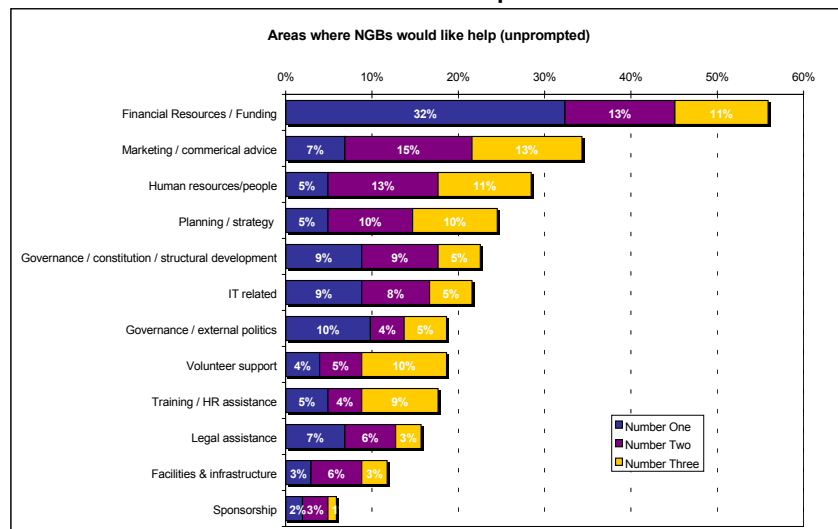
- A web-based ‘tool’ to provide guidance, advice and links to best practice and further help for NGBs would provide user-friendly assistance to NGBs;
- A web-based model can be updated and developed on an on-going basis – as opposed to a hard copy ‘ring-binder’ approach, which has less flexibility and shelf-life; and
- The ‘scorecard’ for an NGB can form the front sheet of the model on the web. According to how the NGB completes the scorecard, the relevant competency modules would be displayed for that NGB.



9.1.2 What help do NGBs want?

NGBs were asked in the survey to state in their own words the 3 priority areas for help they wanted. The responses were unsurprising and are set out in Chart 20 below:

Chart 20: Areas where NGBs would like help



The biggest response was for greater financial resources or funding, followed by /marketing/commercial advice and human resources/ people. Our one to one discussions with NGBs reflected most of these points. However, there was a major difference between the larger and smaller NGBs. Typically, the larger NGBs' approach was simple; **supply the funds and leave the NGBs to address the problem**. For the smaller NGBs the approach was somewhat different; **don't just give us the money, give us the help to implement**.

Neither of these positions is entirely realistic. If NGBs want funding they **must deliver the funders' agenda**, and this will necessarily bring with it a need for due accountability and scrutiny. Similarly, while the sports councils have a key role in helping some NGBs establish the structures they need for long term stability, there is **no automatic entitlement** to government funding and support. The primary responsibility to modernise will remain that of the individual NGB. This report is intended to give all NGBs, whether in receipt of government support or not, a tool to assist in their modernisation process and to help them develop strategies that will give them the greater independence they want and need.

Accordingly, we have split our recommendations section into three elements:

- NGB Actions;
- Support Structures; and
- Roll Out Programme.

In this way we distinguish between what NGBs should be doing themselves and what the Sports Councils can do to encourage and facilitate NGBs to implement these actions. The Roll Out Programme sets out how both of the former steps can be implemented

In terms of on-going **funding** of our recommendations, we propose the modernisation budget (understood to be £3m per annum until 2005/06) be used for two main purposes :

- to allocate to NGBs on a case by case basis to fund specific modernisation projects; and
- to provide common support systems.



9.2 Recommendations - NGB Actions

There are numerous recommendations and actions contained within the Competency Framework Model and this should form the basis of much of the Modernisation action taking place within NGBs.

Within three months of publication of this report the sports councils should organise seminars to get immediate feedback and to answer questions on the report and competency framework model. NGBs can determine their own timescale for change. However an indicative timescale is set out overleaf

Other timelines should be:

- **Within six months** of the publication of the report every NGB should have carried out an assessment of their NGB against the Competency Framework;
- **Within twelve months**, NGBs should have prepared a development plan to address any shortcomings they may have as an NGB; and

Within 3 years NGBs that have been identified as priority sports by their home country Sports Council should be operating to a standard at least as high as that identified for their categorisation in the Competency Framework.

In addition we have also summarised ten key actions that NGBs should be addressing as a priority below:

ACTION	RATIONALE
Financial independence should be the target for all NGBs	This may ensure their long term security, should funding priorities change. In category 1 & 2 NGBs (as assessed by the Competency Framework) this may necessitate the recruitment of skilled fund raising or commercial staff. In the smaller NGBs it may require the pooling of skills and resources to ensure that commercial opportunities are maximised. NGBs should realise that this has to be a major priority and that for many organisations it will require a step change in thinking and re-allocation of current resources.
Professionalise senior management of the NGB	For all category 3 NGBs (as assessed in the Competency Framework) it should be the target to employ either a part time, or where possible a full time, Chief Executive Officer (CEO). All category 1&2 NGBs should employ a full time CEO. In category 1,2&3 NGBs, a qualified accountant, part time or full time, should also be employed to ensure that adequate financial management systems are in place.
Governance standards to be improved	Development of, and improvement to, a number of key governance standards as detailed within the Competency Framework which should be introduced into all NGBs as a priority. NGBs must treat governance as a critical element of the operation of their NGB and this priority should be communicated and agreed by all senior staff and board members of the NGB.
Train both staff and Board members	NGBs should identify the training needs of their key personnel and also recognise the need for Board Member training. This will assist in the introduction of higher governance standards. As training is cascaded down through the organisation, it will be essential to ensure that volunteers are not overlooked. Volunteer training is an effective method of maximising their contribution and ensuring they remain engaged and motivated.
Rationalise and consolidate the number of sub-groups in the sport	This may bring proper focus and efficiency and effectiveness to the NGB. NGBs must realise that sub groups and special interests groups within a sport should be brought under the direction and control of one NGB. It should become the objective of every NGB (that could currently be categorised as a "type four organisation" (see page 32) in terms of the 'macro-structure' of NGBs within their sport) to consolidate or merge with other NGBs within their own sport, with a clear consolidation plan within two years.



ACTION	RATIONALE
Collaboration amongst Home Country NGBs	This may ensure that efficiency is maximised and that best practice is shared. It will be essential that all Home Country NGBs speak with one voice in the development of their sport. To this end the CEOs of the four Home Country NGBs and their UK NGB (where one exists), should meet at least four times per annum. They should have a clear objective of making the NGBs more efficient and effective through closer working relationships and with clear performance targets set as outcomes of the meetings.
Communication with members, participants and the wider stakeholder group	Stakeholders include Sports Councils and Government. Emphasis on engaging with a broader participant base should be seen as critical as well as having a strong dialogue with existing members. In doing so NGBs will ensure that they develop an effective communication channel that will assist when implementing strategy changes. This should also be of greater benefit in helping to recruit and retain volunteers.
Partnerships should be developed with delivery agents	Schools, Local Authorities and commercial operators. It is essential that the relationship between the NGBs and the delivery agents becomes much stronger so that NGBs can access a wider participant base and generate new commercial opportunities.
Customer focus on members and participants	Not only are these groups important as participants of the sport but they are the main source of volunteers who ensure the operation of the sport on a day to day basis. Ensuring a continuing source of motivated volunteers is essential to the effective operation of the NGB.
Measure performance	Using a range of key performance indicators which look beyond the crude measure of the number of medals won and demonstrate the real added value that NGBs bring to their sport.



9.3 Recommendation - Support Structures

The 'Investing in Change' survey also 'tested the water' with NGBs on some potential practical ideas. NGBs were asked to say how likely they would be to use different services/help. The results are shown in Chart 21.

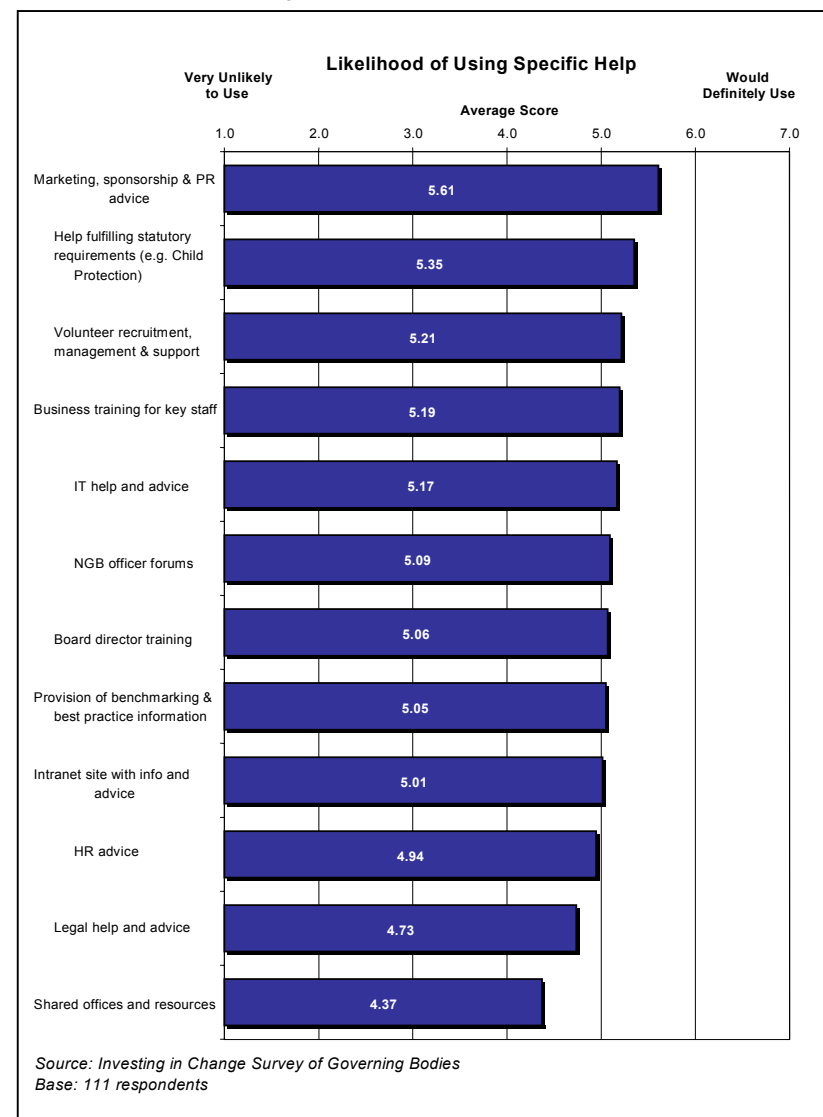
Chart 21 reveals:

- NGBs are receptive to most of the ideas – which is to be expected as the ideas were those generated in the one-to-one consultations;
- NGBs were more likely than not to use all the services – although some were better received than others;
- Scores tailed off for 'legal help and advice' and 'shared offices and resources'; and
- Overall NGBs show they are keen to receive the further practical assistance in 'success factor' areas.

Combining the findings from Chart 21 with findings from our consultations and workshops, we have identified ten areas where the Sports Councils can help NGBs to implement the recommended actions as follows:

1. Encourage the usage of the Competency Framework as a basis for developing and improving NGBs;
2. Encourage NGBs to professionalise and support the management team;
3. Facilitate the training of staff and Board Members;
4. Encourage greater financial independence through commercialisation;
5. Development of performance measurement guides;
6. Develop governance best practice guides that reflect the differing requirement of NGBs.
7. Assist in the improvement of systems and infrastructure;
8. Facilitate better communication and collaboration;
9. Facilitate the development of partnerships through the employment of a partnership co-ordinator; and
10. Implement support structures for the smaller NGBs.

Chart 21: Likelihood of NGBs using specific help





Recommendation	Comment	Support Structure Required
Encourage Usage of the Competency Framework	Whilst the Competency Framework is comparatively straightforward it may appear “daunting” to some smaller NGBs and “irrelevant” to the largest NGBs. It will therefore be vital to support the introduction of this Competency Framework through a series of seminars where NGBs can understand the relevance of the framework and how to use it to their advantage	Sports Councils should organise a series of seminars and workshops around the country which “sell” the introduction of the Competency Framework to NGBs and provide an opportunity for NGBs to ask questions. These should be held around the UK within three months of the publication of the report. In addition there should be a seminar aimed at the largest NGBs identified as Category 1 NGBs in the Competency Framework and where the approach will need to reflect the level of sophistication and resourcing they possess.
Professionalise and Support the Management Team	A number of NGBs face difficulties because they lack professional full time staff to assist in the running of the organisation. This is not a reflection of the calibre or commitment of the many voluntary staff in NGBs. However it is clear that employing professional managers to run the NGB can significantly improve the NGB's ability to achieve its objectives. Whilst the majority of NGBs with a turnover greater than £500,000 per annum employ a full time Chief Executive/MD, less than half the NGBs with a turnover of between £100,000 and £500,000 employ such a person.	Sports Councils should encourage the professionalisation of management teams in NGBs. They should support management teams by acting as a sounding board and a source of management advice. For priority sports this may include assistance with the recruitment of certain key posts.
Training Staff and Board Members	It will be essential that NGBs develop and train their staff and Board Members to be able to deliver to the new, higher standards as set out in the Competency Framework.	The Sports Councils, working with sports associations or other third party training providers, should look at developing a training market for NGBs where they can purchase at comparatively low cost a broad range of training for their senior staff and board. For Board Members it is essential that they receive some form of training within 6 months of joining the board. Again NGBs can purchase this from a suitable agency and might take the form of weekend seminars or for example computer based training and distance learning.



Recommendation	Comment	Support Structure Required
Greater Financial Independence Through Commercialisation	Currently most NGBs are dependent on both Exchequer and Lottery funding for the on-going future of their NGB. With changing times and a likely decline in Lottery revenues, NGBs must become more independent of grant funding and the most effective method for doing this is to generate more funds either from participants/members and/or from commercial partnerships. Many NGBs underestimate the value of the brand that is their NGB and have done little to exploit that brand. There needs to be a significant shift of emphasis in the culture of NGBs that recognises and embraces the need to generate more money from commercial sources. Whilst the largest NGBs will be able to afford to recruit commercial staff, many of the smaller NGBs will find this unaffordable. In this case commercial advice should be provided to smaller NGBs	Every NGB should prepare a commercialisation action plan which demonstrates the growth of revenues from non-grant sources. Most NGBs will require support to achieve this. Therefore a guide to driving out commercial revenue should be prepared centrally and distributed to all NGBs. This is likely to draw upon the various guides which have previously been prepared for NGBs. It will be important to create a series of forums where the commercial sector is exposed to sport and where NGBs can exchange ideas with the commercial sector. As part of this process we recommend a programme of seminars and masterclasses should be developed and hosted, drawing on the experience of successful fund raisers in both the sports and the voluntary/ charity sector and to which the commercial sector are also invited.
Measure performance	In the past NGBs have been measured largely on elite performance – for example the number of medals won. In the future Sports Councils will need to move the basis of funding inputs to funding outputs. In order to assess effectiveness, a much broader range of performance measures will need to be developed that more accurately reflects the activities taking place within the NGB and which allows for comparison on a year by year basis.	A package of performance measures should be developed which expand upon those already set out in the Competency Framework and which will provide a template for NGBs to develop their own key performance indicators. The list should not be prescriptive but should guide NGBs to using measures which are both appropriate and relevant. This list should be agreed with the NGBs' key stakeholders and should be implemented with 12 months of the publication of the report, once the NGB has performed self-assessment and clarified its strategy and objectives.



Recommendation	Comment	Support Structure Required
Develop Governance Best Practice Guides	Improved governance is essential to the effective running of an NGB. The Competency Framework has set out specific governance objectives for NGBs. However it would be of significant benefit to all NGBs if there were one clear view amongst the Sports Councils on what comprised best practice on governance matters for NGBs.	There is a specific need for a model governance best practice guide to be developed for NGBs. In addition the NCVO has produced a number of governance publications tailored to small voluntary organisations. Both of these sources could provide a useful basis for developing a guide for NGBs. A new guide should be commissioned centrally as soon as possible and be made available to all NGBs within the next six months.
Improve Systems and Infrastructure	It is essential that Sports Councils have fast and accurate communications channels with NGBs. NGBs also need to be able to communicate accurately and rapidly with their members. Some NGBs are still dependent on using the computer of an individual member or volunteer to run or store critical NGB information such as accounts and membership data. This has led to problems when those individuals leave the NGB or retire. It is therefore essential that every NGB directly owns a computer. This will also assist Sports Councils to keep in touch with and support NGBs.	Every NGB should have at least one computer that is the property of the NGB not an individual. Where relevant that computer should be supplied with a standard accounting package, spread sheet and word processing software and should have internet access. In addition, each NGB should be strongly encouraged to operate a single membership database that will enable them to maintain membership information and to send regular communications to members. The home country and UK/GB NGBs for a sport should, wherever possible, use common database software so that as and when required, information on all UK members can be gathered rapidly and at minimal cost.



Recommendation	Comment	Support Structure Required
Improve Communication and Collaboration	Many NGBs operate in a vacuum with little communication or collaboration with other NGBs and with limited communication from the Sports Councils. In order for NGBs to share best practice and to avoid reinventing the wheel, it is essential that NGBs become more outward looking and seek to work with other NGBs.	In order to facilitate better communications the Sports Councils should ensure that a central intranet be established – either as an offshoot of an existing intra/extra/internet (such as askNCVO) or as a standalone package, to allow NGBs to share information, request information and post information on notice boards. This needs to be driven by the Sports Councils but can be delivered by a third party agency that is tasked with ensuring its operation within 12 months of the publication of this report. Having a computer and internet access will make communicating with NGBs a much more effective process.
Encourage Partnerships	In order to meet the need for increasing participation it will be essential for NGBs to develop much closer links with Schools, Local Authorities and with the commercial sector. In order to do this the largest NGBs (category 1&2) will have to assign specific staff who will be tasked with this role (see Competency Framework). For the smaller NGBs (category 3-5), this presents a much harder task given their scale.	In order for NGBs to collaborate more closely with Education, Local Authorities and the commercial sector we recommend that a guide is prepared for NGBs which sets out details of potential opportunities in each sector. In addition a third party agency should take on the responsibility for organising regular forums for the smaller NGBs and potential partners where ideas can be exchanged and a dialogue established. For the larger NGBs this should be the responsibility of the Sports Councils

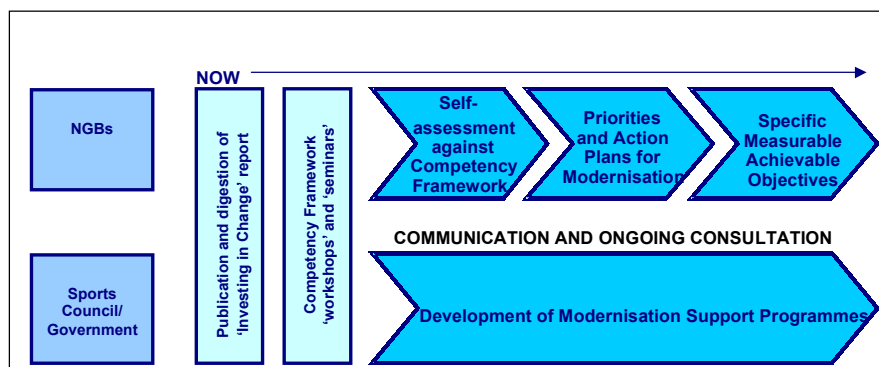


Recommendation	Comment	Support Structure Required
Support Structure for the Smaller NGBs	Most of the recommendations to date have identified the need for a third party agency to support the NGBs in delivering these recommendations. It is critical that NGBs, particularly those with a low turnover have adequate support. There are several organisations who are providing help and advice to NGBs – for example training courses in child protection, budgeting, sponsorship and so on. This group of organisations who provide assistance of some form includes UK Sport, the Home Country Sports Councils, Home Country Sports Associations (CBS, CCPR, NISF, SSA and WSA), along with other general sports organisations such as Sports Coach UK, Sprito. Although we have seen evidence of co-ordination between these organisations providing help, the fragmented approach has a number of drawbacks: • NGBs are unclear of who to approach and what help is on offer; • Economies of scale are lost and there may be duplication of effort / provision; • A chance is lost to provide one central hub which can act as a one stop shop / centre of excellence; and • In addition there are a range of support services which could be provided centrally for the smaller NGBs such as HR / payroll, legal, accounting, IT support, recruitment, group purchasing, training. To this end we have identified the need for one or possibly two, third party agencies to provide this support. This third party agency could be an existing organisation operating in the sporting environment such as CCPR or Coachwise. Alternatively it might include organisations such as NCVO who are already providing services to a very similar constituency. In the longer term it may be possible to attract in a commercial provider once the economics of the service have been established.	In order to provide support services to NGBs both in the short term and in the longer term, one or possibly two third party agencies should be contracted to source and provide a specified range of support services which NGBs can access at a comparatively low cost. The modernisation group within UK Sport should specify the services (based on feedback already given by the NGBs) and these should start to be available to NGBs within 6 months. Once the support services have been established it will become the responsibility of the NGBs to identify how much benefit they derive and what they are prepared to pay for. Ultimately if the service does not meet NGBs needs, it will cease to be provided. It is not the intention that this service should be funded beyond the short term and it will therefore be essential that NGBs realise this. The concept of House of Sport where a number of NGBs are co-located in one building has been discussed and tested. Where possible this idea should be revisited and the commitments obtained from NGBs who would be willing to share premises.



9.4 Recommendation - Roll Out Programme

The success of this project will be dependent on how effectively the NGBs are engaged and the findings are implemented. Set out below is an indication of the roll out programme necessary to ensure the project findings are implemented:



9.5 Funding

It is essential that modernisation funding is used to make those NGBs, identified by Sports Councils as priority sports, more effective and efficient. Up to now this money has been allocated for specific one off projects. Given the number of NGBs it is clear that there will not be sufficient funding for this approach even for just high priority NGBs across the UK and home countries. To this end we have identified how some of the modernisation money can be used to provide a range of centrally organised services, seminars and workshops that will benefit many of the smaller NGBs leaving adequate funds for one off projects for some larger NGBs.

In terms of the annual budget for Modernisation we envisage a number of one-off costs in year one which will be significant. Thereafter it is likely that the modernisation budget will be split with a portion going to fund the central services and the balance to fund larger one off projects.

APPENDIX 1

LIST OF CONSULTEES AND FOCUS GROUP PARTICIPANTS

Consultation	Meeting With
Influencers	
Minister	Richard Caborn
DCMS	Debbie Lye
DCMS	Harry Reeves
sportscotland	Ian Robson, Heather Lowden,
	Lee Cousins, Colin Pearson
	Roddy Smith, Heather Lowden
Scottish Executive	John Gilmour
Sport England	David Carpenter, Rhian Kemsley,
	Barry Chivers, Di Horsley
	Roger Draper
Sports Council for Wales	Anne Adams-King, Hugh Jones
Welsh Executive	Arthur Emyr
Sports Council for N Ireland	
CCPR	Margaret Talbot, CEO
- Welsh Sports Assoc.	Bob Turner, CEO
- Scottish Sports Assoc.	Neil Parker, Chairman
Education - Scotland	
Education - Wales	Tudor William - Uni. Glamorgan
Local Authorities - Wales	David Evans- Ch. Leisure Off.
Local Authorities - Scotland	Craig Burn TSDG
CBS	Alan Grosset, CEO
Sport Coach	John Stevens, CEO
SPRITO	Steve Studd, CEO
Youth Sport Trust	Dr Sue Campbell, CEO
BOA	Simon Clegg, CEO
Commonwealth Games Council Scotland	John Doig
Paralympics	Philip Lane, CEO
Scottish Disability Sports	Richard Brickley
Scottish Institute of Sports	Ann Marie Harrison
Area Institute Scotland	Vicky Strange
N. Ireland Community Sports Trust	John News
BISL	David Teasdale

1-2-1 Consultations	
Angling	David Kent, Vice President
Athletics	David Moorcroft, CEO
- AAW	Steve Brace, CEO
- NI	John Allen
Basketball	Graham Jones, Acting CEO
- N. Ireland	Brendan Mason
Cricket - SCU	Gwynne Jones
Curling - RCCC	Chris Hildrey
Cycling	Peter King, CEO
- WCU	Louise Jones
Football	Steve Parkin, Director
- Wales	David Collins, CEO
- N. Ireland	William Campbell
GAA	Danny Murphy & John O'Reilly
Gymnastics	Alan Somerville, CEO
Hockey	Andrew Hope, CEO
- WHU	Anne Ellis
- SHU	Colin Grahamslaw
Mountaineering	David Turnbull, CEO
Netball	Pauline Harrison, CEO
- WNA	Sue Holvey, CEO
- N. Ireland	Denise Clarke
Rugby - IRFU	Michael Reid
Skiing/ Snowboarding	Fiona McNeilly, Ops Director
Squash - N. Ireland	Ruth Irvine
Swimming	David Sparkes, CEO
- WASA	Brian Hardwicke, CEO
- Scotland	Paul Bush
- URSI	Robert Nixon, President
Lawn Tennis	John Crowther, CEO
Table Tennis - Ireland	Alan Strong
Weight Lifting	Steve Cannon, CEO
Focus Groups	
Scotland	Golf, Yachting, Curling, Cricket, Judo, Badminton,
England	Bowling Federation, Women's Bowling Association, Rounders Fitness, Medau, Volleyball Lacrosse, Badminton, BEF
Ireland	Triathlon, Squash, Mountaineering Community Sports Trust
Wales	Triathlon, Disability Sports, Judo, Canoeing, Squash, Badminton
UK Sports CEO's and Chairmen	Triathlon, Ice Skating, Orienteering Rowing



APPENDIX 2

'INVESTING IN CHANGE' – NGB QUESTIONNAIRE – JANUARY 2003

Many thanks for agreeing to participate in this survey. It is important that the views of all recognised governing bodies are heard, and contribute towards the Investing in Change project

Notes and Instructions

1. For the purpose of this questionnaire, we have used the term NGB (National Governing Body) to cover all sporting organisations. Please complete this questionnaire even if you would not categorise your organisation as an NGB, but as another type of sports organisation. If you have received this questionnaire you should complete it as the distribution list has been carefully compiled.

2. This questionnaire should be completed by the Chief Executive (CEO) of your NGB. If your NGB does not have a CEO, the questionnaire should be completed by the person who has senior responsibility for the on-going management of the NGB.

3. We are seeking your own views and opinions of your NGB. There is no need to consult colleagues within your NGB to achieve a consensus 'opinion'. This questionnaire is to you as an individual representative of a NGB.

4. Please ensure your answers refer to the Governing Body you are directly responsible for. For example, if your NGB is a home country level NGB, or your NGB is a sub-discipline of a broader sports NGB, ensure your answers refer to your NGB only - not to the UK level or umbrella NGB.

5. Please answer all questions as fully and honestly as possible in order to provide useful feedback. All answers will remain anonymous at all times and responses will be collated and analysed to provide an indication of broad themes. No individuals or NGBs will be mentioned by name.

6. Please complete the questionnaire by MIDNIGHT Sunday 9th Feb.

7. The questionnaire should take no longer than 30 minutes to complete and there is a bar on-screen to indicate your progress.

There are 21 questions on the following areas:

Section 1 - General Background

Section 2 - Membership

Section 3 - Purpose and Objectives

Section 4 - Stakeholders

Section 5 - Challenges

Section 6 - Potential Modernisation help for NGBs

8. Please click on the forward button below to enter the questionnaire.

9. NB: YOU DO NOT HAVE TO COMPLETE THE SURVEY IN ONE SITTING; THE SURVEY STORES YOUR RESULTS AS YOU PROGRESS. IF YOU LEAVE THE SURVEY AND RETURN IT WILL TAKE YOU TO THE POINT WHERE YOU LEFT TO CONTINUE.

10. If you would prefer to complete a paper copy of this questionnaire, please reply to the e-mail which accompanied this link, stating the name and address of the person who will be completing the questionnaire. A copy of the questionnaire and a reply paid envelope will then be forwarded to you as soon as possible.



SECTION 1: GENERAL BACKGROUND

Please complete the following information about your NGB:

(Check all that apply)

- ☐ Your name:
- ☐ Your job / role title at your NGB:
- ☐ Please write in full name of your NGB:

Q1 - Q1: Which of the following best describes your NGB?

(Check one)

- ☐ UK NGB / Organisation
- ☐ Home Country NGB / Organisation
- ☐ Regional Association
- ☐ Other (please write in)

Q2: How many staff in the following area does your NGB have?

Q2A - Q2A: Management and Administration Staff

Note. Management and Administration staff are those who 'run' the NGB i.e. its business administration, as opposed to those involved in sports development, coaching and so on.

Please write in number.

(Check all that apply)

- ☐ Full-time
- ☐ Part-time
- ☐ Voluntary

Q2B - Q2B: Sporting Staff (coaching and technical)

Please write in number

(Check all that apply)

- ☐ Full-time
- ☐ Part-time
- ☐ Voluntary



Q2C - Q2C: Development Staff

Please write in number

(Check all that apply)

- ☐ Full-time
- ☐ Part-time
- ☐ Voluntary

Q3 - Q3: Does your NGB have the following executive posts?

Please choose all that apply

(Check one alternative per row)

	Full-time	Part-time	Voluntary	Not at all
Chief Executive / General Secretary / MD	☐	☐	☐	☐
Finance Director	☐	☐	☐	☐
Financial Controller	☐	☐	☐	☐
Commercial Director	☐	☐	☐	☐
Marketing Manager	☐	☐	☐	☐
Human Resources (HR) Manager	☐	☐	☐	☐
Development Manager	☐	☐	☐	☐
Performance Director	☐	☐	☐	☐
National Coach	☐	☐	☐	☐

Q4 - Q4: What is the total annual turnover - i.e. gross income - for your NGB?

Please write in figure to nearest £1000

(Type text)

Q5 - Q5: Referring to the total annual turnover in the previous question, please can you provide a breakdown (by percentage) of the sources of this income.

Please write in figures and ensure total equals 100%

(Check all that apply)

- ☐ Membership fees
- ☐ Other self-generated income (eg sponsorship, commercial income, donations)
- ☐ Exchequer funding
- ☐ Other central funding / grants
- ☐ Other (write in)
- ☐ Other (write in)



Q6 - Q6: Which of the following best describes your forecast for the financial performance of your NGB over the next year?

(Check one)

- ☐ Will make a surplus (profit)
- ☐ Will make a loss
- ☐ Will break even

SECTION 2: MEMBERSHIP

The following section asks about your NGB's members.

Q7 - Q7: Does your NGB have member clubs?

(Check one)

- ☐ Yes
- ☐ No

Q8 - Q8: How many member clubs does your organisation currently have?

Please write in figure

(Type text)

Q9 - Q9: Does your NGB have individual members?

(Check one)

- ☐ Yes
- ☐ No



Q10 - Q10: How many individual members does your NGB currently have?

Please write in figure

(Type text)

SECTION 3: PURPOSE AND OBJECTIVES

This section asks about the core purpose of your NGB, about how important various objectives and activities are to your NGB and about how many resources your NGB uses on those objectives and activities.

Q11 - Q11: Please summarise the core purpose of your NGB in one sentence (max 35 words). By core purpose we mean the primary aim or 'raison d'etre' for your NGB.

(Type text)

Q12 - Q12: Thinking about the vision and strategy for your NGB, how defined do you think this is?

(Check one)

- ☐ Very well defined
- ☐ Quite well defined
- ☐ Not very well defined
- ☐ Not at all well defined



The following questions contain a list of activities and objectives NGBs may have.

Thinking about your NGB please state how IMPORTANT each activity or objective is for your NGB.

On a scale of one to seven, 7 means extremely important and 1 means of no importance at all to your NGB.

Q13A - Q13A: How important are the following activities or objectives for your NGB?
7 = Extremely Important, 1 = Of no importance

(Check one alternative per row)

	7	6	5	4	3	2	1
Developing a vision and strategic plan for the sport	☐	☐	☐	☐	☐	☐	☐
Bringing all NGBs in your sport under one umbrella organisation	☐	☐	☐	☐	☐	☐	☐
Reducing and streamlining the number of NGBs in your sport	☐	☐	☐	☐	☐	☐	☐
Regionalising your NGB	☐	☐	☐	☐	☐	☐	☐
Marketing your sport to maximise income / membership	☐	☐	☐	☐	☐	☐	☐

Q13B - Q13B PARTICIPATION RELATED

How important are the following activities or objectives for your NGB?
7 = Extremely Important, 1 = Of no importance

(Check one alternative per row)

	7	6	5	4	3	2	1
Increasing adult participation in your sport	☐	☐	☐	☐	☐	☐	☐
Increasing child / youth participation in your sport	☐	☐	☐	☐	☐	☐	☐
Increasing access to your sport for minority groups	☐	☐	☐	☐	☐	☐	☐
Retaining existing participants within the sport	☐	☐	☐	☐	☐	☐	☐
Ensuring equal opportunities of access at all levels and in all areas of sport	☐	☐	☐	☐	☐	☐	☐



Q13C - Q13C ELITE

How important are the following activities or objectives for your NGB?
7 = Extremely Important, 1 = Of no importance

(Check one alternative per row)

	7	6	5	4	3	2	1
Development of elite athletes	☐	☐	☐	☐	☐	☐	☐
Winning more medals in international competition	☐	☐	☐	☐	☐	☐	☐
Selecting and preparing teams for international competitions	☐	☐	☐	☐	☐	☐	☐

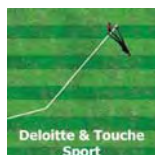
Q13D - Q13D RULES AND COMPETITIONS

How important are the following activities or objectives for your NGB?

7 = Extremely Important, 1 = Of no importance

(Check one alternative per row)

	7	6	5	4	3	2	1
Maintaining and building official links with international governing bodies	☐	☐	☐	☐	☐	☐	☐
Developing and managing the competition structure of your sport	☐	☐	☐	☐	☐	☐	☐
Organising and hosting elite level competitions - eg national / international	☐	☐	☐	☐	☐	☐	☐
Managing rules and regulations	☐	☐	☐	☐	☐	☐	☐
Administering the sport - marshals, officials and judges	☐	☐	☐	☐	☐	☐	☐
Managing discipline, grievance issues and appeals	☐	☐	☐	☐	☐	☐	☐



Q13E - Q13E DAY TO DAY RUNNING

How important are the following activities or objectives for your NGB?

7 = Extremely Important, 1 = Of no importance

(Check one alternative per row)

	7	6	5	4	3	2	1
Implementing shared services	☐	☐	☐	☐	☐	☐	☐
Recruiting, retaining and managing volunteers in the sport	☐	☐	☐	☐	☐	☐	☐
Providing services to Member Clubs	☐	☐	☐	☐	☐	☐	☐
Providing services to Individual Members	☐	☐	☐	☐	☐	☐	☐
Developing and maintaining databases on participants, members etc.	☐	☐	☐	☐	☐	☐	☐
Developing policies for child protection, health and safety, equity and so on	☐	☐	☐	☐	☐	☐	☐

Q13F - Q13F COACHING AND DEVELOPMENT

How important are the following activities or objectives for your NGB?

7 = Extremely Important, 1 = Of no importance

(Check one alternative per row)

	7	6	5	4	3	2	1
Developing and controlling coaching and coach development	☐	☐	☐	☐	☐	☐	☐
Establishing links with schools and local authorities	☐	☐	☐	☐	☐	☐	☐
Providing 'pathways of development' for participants	☐	☐	☐	☐	☐	☐	☐

Q13G - Q13G BROADER OBJECTIVES

How important are the following activities or objectives for your NGB?

7 = Extremely Important, 1 = Of no importance

(Check one alternative per row)

	7	6	5	4	3	2	1
Improving the health of the nation	☐	☐	☐	☐	☐	☐	☐
Raising the profile of the country through sporting events and successes	☐	☐	☐	☐	☐	☐	☐
Increasing the profile of your sport	☐	☐	☐	☐	☐	☐	☐



The following questions show the same list of activities and objectives as in Question 13. Thinking about you NGB please state the **LEVEL OF RESOURCES** (time, money, staff - paid and volunteers etc.) which your NGB currently devotes to each activity or objective.

On a scale of one to seven, 7 means an extremely high level of resources and 1 means no resources at all.

Please use the scrollbar to move through the options.

Q14A - Q14A STRUCTURE AND PLANNING

Please state the level of resources devoted by your NGB to each activity or objective

7 = Extremely high level of resources, 1 = No resources

(Check one alternative per row)

	7	6	5	4	3	2	1
Developing a vision and strategic plan for the sport	☐	☐	☐	☐	☐	☐	☐
Bringing all NGBs in your sport under one umbrella organisation	☐	☐	☐	☐	☐	☐	☐
Reducing and streamlining the number of NGBs in your sport	☐	☐	☐	☐	☐	☐	☐
Regionalising your NGB	☐	☐	☐	☐	☐	☐	☐
Marketing your sport to maximise income / membership	☐	☐	☐	☐	☐	☐	☐

Q14B - Q14B PARTICIPATION RELATED

Please state the level of resources devoted by your NGB to each activity or objective

7 = Extremely high level of resources, 1 = No resources

(Check one alternative per row)

	7	6	5	4	3	2	1
Increasing adult participation in your sport	☐	☐	☐	☐	☐	☐	☐
Increasing child / youth participation in your sport	☐	☐	☐	☐	☐	☐	☐
Increasing access to your sport for minority groups	☐	☐	☐	☐	☐	☐	☐
Retaining existing participants within the sport	☐	☐	☐	☐	☐	☐	☐
Ensuring equal opportunities of access at all levels and in all areas of sport	☐	☐	☐	☐	☐	☐	☐



Q14C - Q14C ELITE

Please state the level of resources devoted by your NGB to each activity or objective

7 = Extremely high level of resources, 1 = No resources

(Check one alternative per row)

	7	6	5	4	3	2	1
Development of elite athletes	☐	☐	☐	☐	☐	☐	☐
Winning more medals in international competition	☐	☐	☐	☐	☐	☐	☐
Selecting and preparing teams for international competitions	☐	☐	☐	☐	☐	☐	☐

Q14D - Q14D RULES AND COMPETITIONS

Please state the level of resources devoted by your NGB to each activity or objective

7 = Extremely high level of resources, 1 = No resources

(Check one alternative per row)

	7	6	5	4	3	2	1
Maintaining and building official links with international governing bodies	☐	☐	☐	☐	☐	☐	☐
Developing and managing the competition structure of your sport	☐	☐	☐	☐	☐	☐	☐
Organising and hosting elite level competitions - eg national / international	☐	☐	☐	☐	☐	☐	☐
Managing rules and regulations	☐	☐	☐	☐	☐	☐	☐
Administering the sport - marshals, officials and judges	☐	☐	☐	☐	☐	☐	☐
Managing discipline, grievance issues and appeals	☐	☐	☐	☐	☐	☐	☐



Q14E - Q14E DAY TO DAY RUNNING

Please state the level of resources devoted by your NGB to each activity or objective

7 = Extremely high level of resources, 1 = No resources

(Check one alternative per row)

	7	6	5	4	3	2	1
Implementing shared services	☐	☐	☐	☐	☐	☐	☐
Recruiting, retaining and managing volunteers in the sport	☐	☐	☐	☐	☐	☐	☐
Providing services to Member Clubs	☐	☐	☐	☐	☐	☐	☐
Providing services to Individual Members	☐	☐	☐	☐	☐	☐	☐
Developing and maintaining databases on participants, members etc.	☐	☐	☐	☐	☐	☐	☐
Developing policies for child protection, health and safety, equity and so on	☐	☐	☐	☐	☐	☐	☐

Q14F - Q14F COACHING AND DEVELOPMENT

Please state the level of resources devoted by your NGB to each activity or objective

7 = Extremely high level of resources, 1 = No resources

(Check one alternative per row)

	7	6	5	4	3	2	1
Developing and controlling coaching and coach development	☐	☐	☐	☐	☐	☐	☐
Establishing links with schools and local authorities	☐	☐	☐	☐	☐	☐	☐
Providing 'pathways of development' for participants	☐	☐	☐	☐	☐	☐	☐



Q14G - Q14G BROADER OBJECTIVES

Please state the level of resources devoted by your NGB to each activity or objective

7 = Extremely high level of resources, 1 = No resources

(Check one alternative per row)

	7	6	5	4	3	2	1
Improving the health of the nation	☐	☐	☐	☐	☐	☐	☐
Raising the profile of the country through sporting events and successes	☐	☐	☐	☐	☐	☐	☐
Increasing the profile of your sport	☐	☐	☐	☐	☐	☐	☐

SECTION 4: STAKEHOLDERS

The following section looks at the stakeholders your NGB deals with.

Q15 - Q15: NGBs serve a complicated network of stakeholders. Thinking about your NGB currently, please state the extent to which the following stakeholders influence your NGB in terms of the role, planning and activities that your NGB undertakes.

(Check one alternative per row)

	Currently influences your NGB strongly	Currently influences your NGB somewhat	Currently has little influence on your NGB	Currently has no influence on your NGB
Government	☐	☐	☐	☐
UK Sport	☐	☐	☐	☐
Sport England	☐	☐	☐	☐
Sportscotland	☐	☐	☐	☐
Sports Council for Wales	☐	☐	☐	☐
Sports Council for Northern Ireland	☐	☐	☐	☐
Central Council of Physical Recreation	☐	☐	☐	☐
Confederation of British Sport	☐	☐	☐	☐
NI Sports Forum	☐	☐	☐	☐
Scottish Sports Association	☐	☐	☐	☐
Welsh Sports Association	☐	☐	☐	☐
British Olympic Association	☐	☐	☐	☐

Q15B - Q15 continued: NGBs serve a complicated network of stakeholders. Thinking about your NGB currently, please state the extent to which the following stakeholders influence your NGB in terms of the role, planning and activities that your NGB undertakes.

(Check one alternative per row)

	Currently influences your NGB strongly	Currently influences your NGB somewhat	Currently has little influence on your NGB	Currently has no influence on your NGB
British Paralympic Association	☐	☐	☐	☐
Commonwealth Games Councils	☐	☐	☐	☐
International Federation of your sport	☐	☐	☐	☐
Other NGBs in your sport	☐	☐	☐	☐
Members - clubs	☐	☐	☐	☐
Members - individuals	☐	☐	☐	☐
Elite athletes	☐	☐	☐	☐
General participants	☐	☐	☐	☐
Youth	☐	☐	☐	☐
Schools	☐	☐	☐	☐
Local Authorities	☐	☐	☐	☐
Commercial / Private operators in your sport	☐	☐	☐	☐
Other (please write in)	☐	☐	☐	☐

Q16 - Q16: Thinking about the future for your NGB, please state to what extent you think your NGB should serve the interests of the following stakeholders going forward, in terms of the roles, planning and activities of your NGB.

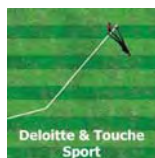
(Check one alternative per row)

	Should definitely serve	Should probably serve	Should probably not serve	Should definitely not serve
Government	☐	☐	☐	☐
UK Sport	☐	☐	☐	☐
Sport England	☐	☐	☐	☐
Sportsscotland	☐	☐	☐	☐
Sports Council for Wales	☐	☐	☐	☐
Sports Council for Northern Ireland	☐	☐	☐	☐
Central Council of Physical Recreation	☐	☐	☐	☐
Confederation of British Sport	☐	☐	☐	☐
NI Sports Forum	☐	☐	☐	☐
Scottish Sports Association	☐	☐	☐	☐
Welsh Sports Association	☐	☐	☐	☐
British Olympic Association	☐	☐	☐	☐

Q16B - Q16 continued: Thinking about the future for your NGB, please state to what extent you think your NGB should serve the interests of the following stakeholders going forward, in terms of the roles, planning and activities of your NGB.

(Check one alternative per row)

	Should definitely serve	Should probably serve	Should probably not serve	Should definitely not serve
British Paralympic Association	☐	☐	☐	☐
Commonwealth Games Councils	☐	☐	☐	☐
International Federation of your sport	☐	☐	☐	☐
Other NGBs in your sport	☐	☐	☐	☐
Members - clubs	☐	☐	☐	☐
Members - individuals	☐	☐	☐	☐
Elite athletes	☐	☐	☐	☐
General participants	☐	☐	☐	☐
Youth	☐	☐	☐	☐
Schools	☐	☐	☐	☐
Local Authorities	☐	☐	☐	☐
Commerical / Private operators in your sport	☐	☐	☐	☐



SECTION 5: CHALLENGES

In the following section we would like to look at the major challenges facing your NGB.

Q17 - Q17: What are THE 3 MAIN OBSTACLES preventing your NGB from delivering its objectives and operating effectively?

Please write in

(Check all that apply)

- ☐ 1st Obstacle
- ☐ 2nd Obstacle
- ☐ 3rd Obstacle

Q18A - Q18: How important do you think the following areas are in the effective and efficient running of your NGB?

7=Extremely important, 1=Not at all important

(Check one alternative per row)

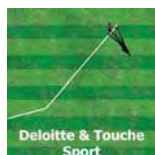
	7	6	5	4	3	2	1
Financial Management	☐	☐	☐	☐	☐	☐	☐
Event Management	☐	☐	☐	☐	☐	☐	☐
Human Resources (HR)	☐	☐	☐	☐	☐	☐	☐
Information Technology	☐	☐	☐	☐	☐	☐	☐
Legal knowledge and advice	☐	☐	☐	☐	☐	☐	☐
Marketing & PR	☐	☐	☐	☐	☐	☐	☐

Q18B - Q18 continued: How important do you think the following areas are in the effective and efficient running of your NGB?

7=Extremely important, 1=Not at all important

(Check one alternative per row)

	7	6	5	4	3	2	1
Membership services	☐	☐	☐	☐	☐	☐	☐
Volunteer Management	☐	☐	☐	☐	☐	☐	☐
Effective Board / Committee structures and decision making process	☐	☐	☐	☐	☐	☐	☐
Board / Committee member experience and competencies	☐	☐	☐	☐	☐	☐	☐



Q18C - Q18 continued: How important do you think the following areas are in the effective and efficient running of your NGB?

7=Extremely important, 1=Not at all important

(Check one alternative per row)

	7	6	5	4	3	2	1
Executive management experience and competencies	☐	☐	☐	☐	☐	☐	☐
Staff training and career development	☐	☐	☐	☐	☐	☐	☐
Team building and motivation	☐	☐	☐	☐	☐	☐	☐
Other (please write in)	☐	☐	☐	☐	☐	☐	☐
Other (please write in)	☐	☐	☐	☐	☐	☐	☐

Q19A - Q19: How do you rate the current skills and competencies of your NGB in the following areas?

7=Extremely strong in that skill / competency, 1=Very weak in that skill / competency

(Check one alternative per row)

	7	6	5	4	3	2	1
Financial Management	☐	☐	☐	☐	☐	☐	☐
Event Management	☐	☐	☐	☐	☐	☐	☐
Human Resources (HR)	☐	☐	☐	☐	☐	☐	☐
Information Technology	☐	☐	☐	☐	☐	☐	☐
Legal knowledge and advice	☐	☐	☐	☐	☐	☐	☐
Marketing & PR	☐	☐	☐	☐	☐	☐	☐

Q19B - Q19 continued: How do you rate the current skills and competencies of your NGB in the following areas?

7=Extremely strong in that skill / competency, 1=Very weak in that skill / competency

(Check one alternative per row)

	7	6	5	4	3	2	1
Membership services	☐	☐	☐	☐	☐	☐	☐
Volunteer management	☐	☐	☐	☐	☐	☐	☐
Effective Board / Committee structures and decision making process	☐	☐	☐	☐	☐	☐	☐
Board / Committee member experience and competencies	☐	☐	☐	☐	☐	☐	☐



Q19C - Q19 continued: How do you rate the current skills and competencies of your NGB in the following areas?

7=Extremely strong in that skill / competency, 1=Very weak in that skill / competency

(Check one alternative per row)

	7	6	5	4	3	2	1
Executive management experience and competencies	☐	☐	☐	☐	☐	☐	☐
Staff training and career development	☐	☐	☐	☐	☐	☐	☐
Team building and motivation	☐	☐	☐	☐	☐	☐	☐

SECTION 6: POTENTIAL MODERNISATION HELP FOR NGBS

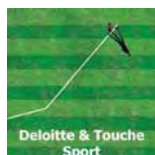
In this section we look at potential help which might be made available to NGBs to help with modernisation.

Q20 - Q20: What ARE THE 3 MAIN areas where you would like to see help for NGBs or your specific NGB?

Please write in

(Check all that apply)

- ☐ Area 1
- ☐ Area 2
- ☐ Area 3



Q21 - Q21: Below is a list of potential ideas which might help NGBs in terms of modernisation.

Thinking about your organisation, please state how likely your governing body would be to use these services.

7=Would definitely use, 1=Very unlikely to use.

(Check one alternative per row)

	7	6	5	4	3	2	1
General business training for key management staff	☐	☐	☐	☐	☐	☐	☐
Provision of benchmarking and best practice information from other NGBs	☐	☐	☐	☐	☐	☐	☐
Volunteer recruitment, management and support	☐	☐	☐	☐	☐	☐	☐
Training for Board Directors	☐	☐	☐	☐	☐	☐	☐
Help and advice with marketing, sponsorship and PR	☐	☐	☐	☐	☐	☐	☐
Help and advice with HR - eg employment contracts, recruitment policies etc.	☐	☐	☐	☐	☐	☐	☐
Help and advice on provision of IT, including databases and websites	☐	☐	☐	☐	☐	☐	☐
Help and advice with legal issues - eg contracts, employment law etc.	☐	☐	☐	☐	☐	☐	☐
Help and advice with fulfilling statutory requirements - eg Child Protection, Health and Safety etc.	☐	☐	☐	☐	☐	☐	☐
Web-based intranet site with relevant information and best practice on effective and efficient running of NGBs	☐	☐	☐	☐	☐	☐	☐
Sharing offices and other centrally provided resources with other NGBs - eg photocopying, admin staff etc.	☐	☐	☐	☐	☐	☐	☐
Forums for NGB officers to meet and discuss issues on a more frequent basis	☐	☐	☐	☐	☐	☐	☐

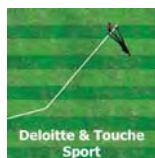


Q22 - Q22: Please use the space below to note down any other points you would like to communicated regarding the modernisation of NGBs

(Type text)

Thank you very much for your time.

Selecting the >> button will submit your responses.



APPENDIX 3

Glossary of Abbreviations and Terms

BOA	British Olympic Association
BPA	British Paralympic Association
CBS	Confederation of British Sports
CCPR	Central Council of Physical Education
CEO	Chief Executive Officer
Competency Framework	The output from the <i>Investing in Change</i> project, which is a practical framework of the key competencies needed by 'modern' NGBs
DCMS	Department for Culture, Media and Sport
Equity	Recognition of, and help in over-coming, barriers faced by people involved, or wanting to be involved, in sport – so increasing accessibility and opportunities
Exchequer Funding	Central Government funding source for NGBs
GB	Great Britain
Governing Body	See 'NGB'
HCSC	Home Country Sports Council
Home Country Sports Councils	Sport England, Sportscotland, Sports Council for Wales, Sports Council for Northern Ireland
HR	Human Resources
<i>Investing in Change</i>	A specific initiative within the Modernisation Programme to produce the Competency Framework for NGBs
ICT	Information, Communication and Technology
IT	Information Technology
KPI	Key Performance Indicator
LA	Local Authority
Lottery Funding	Funding source for NGBs derived from National Lottery sales
Modernisation	<i>"The process of continuing development for an NGB towards greater effectiveness, efficiency and independence."</i> (See Section 3.1)
Modernisation Programme	The Government-funded initiative to provide support to NGBs (at both UK/GB and Home Country level) to help them in Modernisation
NGB	National Governing Body
N.I.	Northern Ireland
NISF	Northern Ireland Sports Forum
Sport England	The Sports Council for England
sportscotland	The Sports Council for Scotland
Sports Councils	Government funded organisations whose primary role is to develop and maintain the infrastructure of sport and for distributing Exchequer and National Lottery funds to sport



SSA	Scottish Sports Association
Steering Group (<i>Investing in Change</i>)	The panel with representatives from Home Country Sports Councils, UK Sport, NGBs and two individuals nominated by the DCMS Sports Minister
SU	Strategy Unit (previously Performance and Innovation Unit (PIU))
UK	United Kingdom
UKSI	United Kingdom Sports Institute
United Kingdom Sports Institute	A network of centres and a central team of experts to support the UK's top sportsmen and women. UKSI comprises the four Home Country Sports Institutes along with a central services team at UK Sport
UK Sport	Sports Council responsible for distribution of Exchequer and Lottery funding to UK level NGBs and elite athletes; co-ordinates overall policy, the support of elite sport at the UK level as well as UK-wide programmes such as anti-doping and major events. In addition, it manages the international relationships of the UK and co-ordinates a UK-wide approach to any international issues
WSA	Welsh Sports Association