

Governance change for National Governing Bodies of Sport (NSAs/NSOs/NSFs);

Is this leading to the alignment of strategy and governance in England and the UK?

Play the Game
November 2017



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**STANDING UP
FOR MUSIC RIGHTS**

- Backgrounds and relevance to the conference agenda / Framing of research thinking
- Research objectives, approach and case boundaries
- Data collection, analysis and findings
- Observations: research gaps (others/collaboration)

Background and relevance to the conference agenda

Framing of research thinking

“Governance in Sport: Change or be changed”

- Full time in academia since 2011
 - Academy of Sport and Physical Activity (Sheffield Hallam University) and
 - Part time PhD student (Cardiff University)
- Prior to full time in academia
 - Sport Business Consultant (Deloitte) and Management Consultant
 - Independent Board Member of Swim England (2007-2011)
 - Structures of Sports NGBs research published in the highest academically ranked global journal linked to Governance & Ethics
 - Acknowledged by Play the Game (2013) and also by the Sport Unit, Directorate for Education and Culture in the European Commission (2010)
 - Presented at the IOC in 2010 in relation to Strategy and Governance in Sport

- Extensive accumulation of stakeholder/ practitioner driven modernisation and good governance guidance in relation to non-profit sports organisations in a number of countries since the Millennium
- e.g. UK Sport, 2003 (Investing in Change); Sport and Recreation Alliance, 2011-17; Australian Sports Commission, 2012, 2016; Australian Institute of Sport, 2015; Sport New Zealand, 2003-2017 (National Sports Governance Observer)
- In 2015; the UK Government announced that a new Sport Governance Code would be agreed by September 2016.
- Earlier in 2017 in the UK the 'Code for Sports Governance' became mandatory for all sports bodies wanting to receive public funding

“to protect the value for money the public receives from investment into sport and maximise the effectiveness of those investments”

(Bitel and Carr, 2017: 4).

- Besides ‘governance’, in 1988 Sir John Harvey Jones suggested that;
- The board (*for-profit organisations*) should be taking the organisation purposefully into the future via good “Boardmanship” (Strategic role of the board)
- Yet, empirical studies of what strategic role public and non-profit boards actually play are rare (Edwards and Cornforth, 2003: 77)
- Only recently have a small numbers of researchers started to explore the link between strategy, boards, governance and strategic organisational performance in non-profit (and for profit environments) e.g. (Ferkins and Shilbury, 2014; Cossin and Matayer, 2014; Crow, 2016; 2017; Crow and Lochart, 2016)

- In 2015/2016 reviewed all UK Government and home Country Sports Council strategies
- Holistic review of 'Strategy', 'Strategic organisational performance' and 'Boards'
- **Conclusion:** At the time: Not obvious or explicit, therefore, at the time wondered if 'intuitively assumed'?
- Needed a framework to explore further;

- Some peak performing/high performing strategy literature, talks of about organisations having good Mission/Vision (or Purpose) statements (e.g. Drucker, 1994; Waal, 2012, MacNeice and Bowen, 2016).
- The principle of having such statements promoted by the International Olympic Committee (IOC) in 2008 (and in their Olympic Agenda 2020 recommendation 28 (2016))

1. VISION, MISSION AND STRATEGY

Theme		Elements to be considered
1.1	Vision	The vision and overall goals of the organisations have to be clearly defined and communicated
1.2	Mission	The mission should include: <ul style="list-style-type: none"> • Development and promotion of sport through non-profit organisations • Promotion of the values of sport • Organisation of competitions • Ensuring a fair sporting contest at all times • Protection of the members and particularly the athletes • Solidarity • Respect for the environment
1.3	Strategy	The strategy is to be aligned with the vision and regularly adapted to the environment The strategy of sporting organisations should be elaborated at the highest level of the organisation

The IOC, (2008:2)

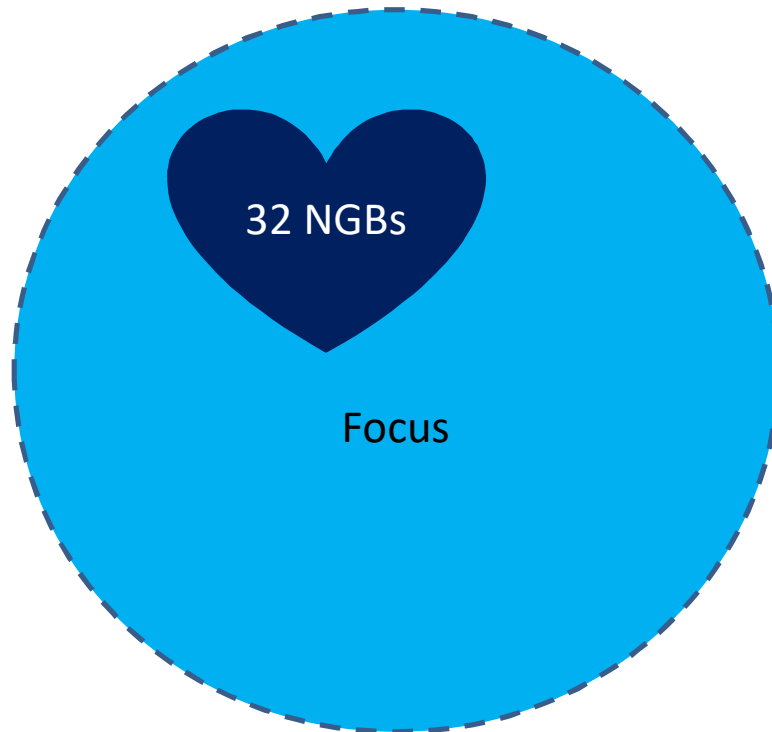
Research objectives, approach and case boundaries

“Governance in Sport: Change or be changed”

- Using this framework, in 2016, conducted some initial headline exploratory research (unpublished, but presented in Auckland) in relation to Elite funded sports properties in the UK
- **Conclusion:** Seemed to be some gaps
- In November 2016, the IOC issued explicit statement in relation to 2020 recommendations with specific comments about ‘transparency’
- Wanted to use the principle of ‘transparency’ and explore the situation re Mission/ Vision (Purpose)/ Strategy; with a restricted case study boundary

- Followed guidance and recommendations proposed by Yin (2013: 200-201)
- Case must be significant, unusual and/or of general public interest
- Subject and issues are important nationally (*and internationally*) at a theoretical, policy or practical levels

The Case Boundary



Focus Boundary

Sample = 32 NGBs

19 NGBs for 20 sports (Elite level UK Sport funded Summer Olympic Sports);

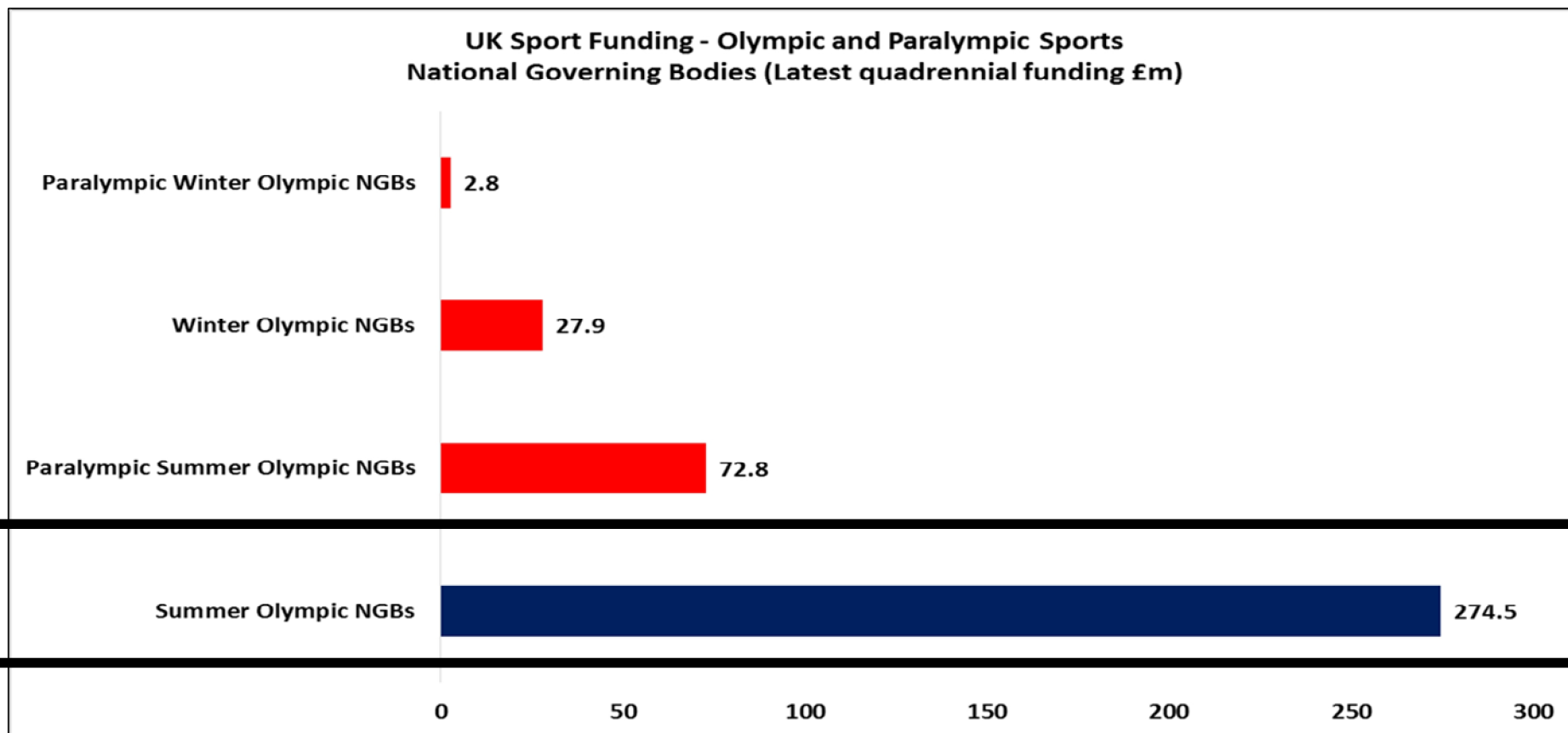
16 NGBs (Participation level) – cover > 75% of all Sport England NGB investment

3 (Elite and Participation)

4 (England NGBs that are separate from British NGB),
9 NGBs (Sport England participation funding only) with no UK Sport Elite level funding

Miles and Huberman (1994) cited in Miles, Huberman and Saldana, 2014:14

Rio 2016 UK Sport funded Summer Olympic sports ('Elite')



Marc Taylor analysis of UK Sport funding data (2016)

Sport	Olympic NGB	Elite - Governing Body
Archery	www.archerygb.org	Archery GB
Athletics	http://uka.org.uk/	UK Athletics
Badminton	www.badmintonengland.co.uk	Badminton England
Boxing	www.gbboxing.org.uk	GB Boxing
Canoeing	www.bcu.org.uk	GB Canoeing
Cycling	www.bcf.uk.com	British Cycling
Diving	www.britishswimming.org	British Swimming
Equestrian	www.bef.co.uk	British Equestrian
Fencing	www.baga.co.uk	British Fencing
Gymnastics	www.british-gymnastics.org	British Gymnastics
Hockey	www.greatbritainhockey.co.uk	England Hockey
Judo	www.britishjudo.org.uk	British Judo
Modern Pentathlon	www.pentathlongb.org	Pentathlon GB
Rowing	www.britishrowing.org	British Rowing
Sailing	www.rya.org.uk/britishsailingteam	Royal Yachting Association
Shooting	www.britishshooting.org.uk	British Shooting
Swimming	www.britishswimming.org	British Swimming
Taekwondo	www.britishtaekwondo.org.uk	GB Taekwondo
Triathlon	www.britishtriathlon.org	British Triathlon
Weightlifting	http://britishweightlifting.org/	British Weightlifting

Excludes
Rugby 7s
Golf
Tennis

Marc Taylor analysis (2016) of UK Sport data

Sport	NGB	Participation - Governing Body
Athletics	www.englandathletics.org	England Athletics
Badminton	www.badmintonengland.co.uk	Badminton England
Canoeing	www.bcu.org.uk	GB Canoeing (BCU)
Cricket	www.ecb.co.uk	England and Wales Cricket Board (ECB)
Cycling	www.bcf.uk.com	British Cycling
Football	www.thefa.com	The Football Association (The FA)
Golf	www.englishgolfunion.org	England Golf Union (EGU)
Gymnastics	www.british-gymnastics.org/england	England Gymnastics
Hockey	www.englandhockey.co.uk	England Hockey
Netball	www.englandnetball.co.uk	England Netball
Rugby League	www.rugby-league.com	The Rugby Football League (RFL)
Rugby Union	www.englandrugby.com	The Rugby Football Union (RFU)
Sailing	www.rya.org.uk	Royal Yachting Association (RYA)
Swimming	www.swimming.org	Swim England
Table Tennis	https://tabletennisengland.co.uk	Table Tennis England
Tennis	www.lta.org.uk	Lawn Tennis Association (LTA)

Marc Taylor analysis (2016 & 2017) of Sport England data

Same NGB for Elite and participation

England Participation NGB (British 'Elite' NGB)

Data collection, analysis & findings

“Governance in Sport: Change or be changed”

- The proposed methods of data collection for this study were by analysing secondary documents (in the public domain)
- Advantage of 'transparency' and Confidence of replicability
- A combination of searching all websites direct (transparency); reviewing the website (tree/directory or sitemap) or finding sources and documents using the 'Search' functionality within the 'bounded' NGB case websites using the terms
- Strategy, Strategic Plan, Mission, Vision, Purpose, Governance

- At the elite NGB level, appears to be greater transparency in 2017 than in 2016
 - Cannot state if this is a cause and effect of the new Governance code
 - It is however, a positive observation (at this level)
 - Definite potential for further exploration
- Presented the findings visually using ‘Harvey’ consultancy/data visualisation tools (as opposed to headline descriptive statistics)

Elite - Governing Body	Vision	Mission	Purpose	Elite Strategic Priorities
Archery GB	●	●		●
UK Athletics			Five Ambitions	●
Badminton England	●			●
GB Boxing	●	●		●
GB Canoeing	●	●		●
British Cycling	●		●	●
British Swimming (Diving)				●
British Equestrian		●		●
British Fencing	●		●	●
British Gymnastics	●		●	●

Marc Taylor analysis (2017) of all NGB websites

Elite - Governing Body	Vision	Mission	Purpose	Elite Strategic Priorities
Great Britain Hockey				●
British Judo	●	●		●
Pentathlon GB	●	●		●
British Rowing	●	●		●
Royal Yachting Association		●	●	●
British Shooting				●
British Swimming (Swimming)				●
GB Taekwondo				●
British Triathlon	●	●	Values	●
British Weightlifting	●			●

Marc Taylor analysis (2016) of UK Sport data

Participation - NGB	Vision	Mission	Purpose	Strategic Priorities
England Athletics	●	●		●
Badminton England		●	●	●
GB Canoeing (BCU)	●	●		●
England and Wales Cricket Board (ECB)		Talk of role as NGB		●
British Cycling	●	●		●
The Football Association (The FA)				●
England Golf Union (EGU)		Talk of role as NGB		●
England Gymnastics	●	●		●

Marc Taylor analysis (2016 & 2017) of Sport England data

Participation - NGB	Vision	Mission	Purpose	Strategic Priorities
England Hockey	●			●
England Netball			Via Memorandum & Articles of Association	
The Rugby Football League (RFL)	●			●
The Rugby Football Union (RFU)	●	●		●
Royal Yachting Association (RYA)		●	●	●
Swim England	●	●		●
Table Tennis England	●	●		●
Lawn Tennis Association (LTA)		●		●

Marc Taylor analysis (2016 & 2017) of Sport England data

Observations: Research gaps (Others/collaboration)

“Governance in Sport: Change or be changed”

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		<ul style="list-style-type: none"> • Protection of the members and particularly the athletes
		<ul style="list-style-type: none"> • Solidarity • Respect for the environment
1.3	Strategy	<p>The strategy is to be aligned with the vision and regularly adapted to the environment</p> <p>The strategy of sporting organisations should be elaborated at the highest level of the organisation</p>

The IOC, (2008:2)

Transparency: Could review published board minutes

Thank you to everyone for listening

Questions please

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Background and relevance to the conference agenda

Framing of research thinking

“Governance in Sport: Change or be changed”

- Academia since 2011
 - Academy of Sport and Physical Activity (Sheffield Hallam University) and part time PhD student (Cardiff University)
 - Part time PhD; ‘Stakeholder saliency, governance and strategy; How strategic can your not-for-profit sports board be?’ (Strategic role of the board is considered important by The IOC (2008), UK Sport & Sport England (2017:10) and Sport and Recreation Alliance (2017))
- Prior to full time in academia
 - Sport Business Consultant (Deloitte) and Management Consultant
 - Independent Board Member of Swim England; largest participation sport in England (2007-2011)
 - Published in the highest academically ranked global journal linked to Governance & Ethics
 - This work has been acknowledged by Play the Game (2013) and also by the Sport Unit, Directorate for Education and Culture in the European Commission (2010)
 - Presented at the IOC in 2010 in relation to Strategy and Governance in Sport

- Since the millennium; extensive accumulation of stakeholder/practitioner driven modernisation and good governance guidance in relation to non-profit sports organisations in a number of countries e.g.
- UK Sport, 2003 (Investing in Change);
- Sport and Recreation Alliance, 2011-17;
- Australian Sports Commission, 2012, 2016;
- Australian Institute of Sport, 2015;
- Sport New Zealand, 2003-2017

- In 2015; the UK Government announced that a new Sport Governance Code would be agreed by September 2016;
- In 2017, the ‘Code for Sports Governance’ became mandatory for all sports bodies wanting to receive public funding (within three investment tiers ((i) = <£250k) (ii) >£250k-£1m) and (iii) >£1m)) (UK Sport and Sport England, 2017)

“to protect the value for money the public receives from investment into sport and maximise the effectiveness of those investments”

(Bitel and Carr, 2017: 4).

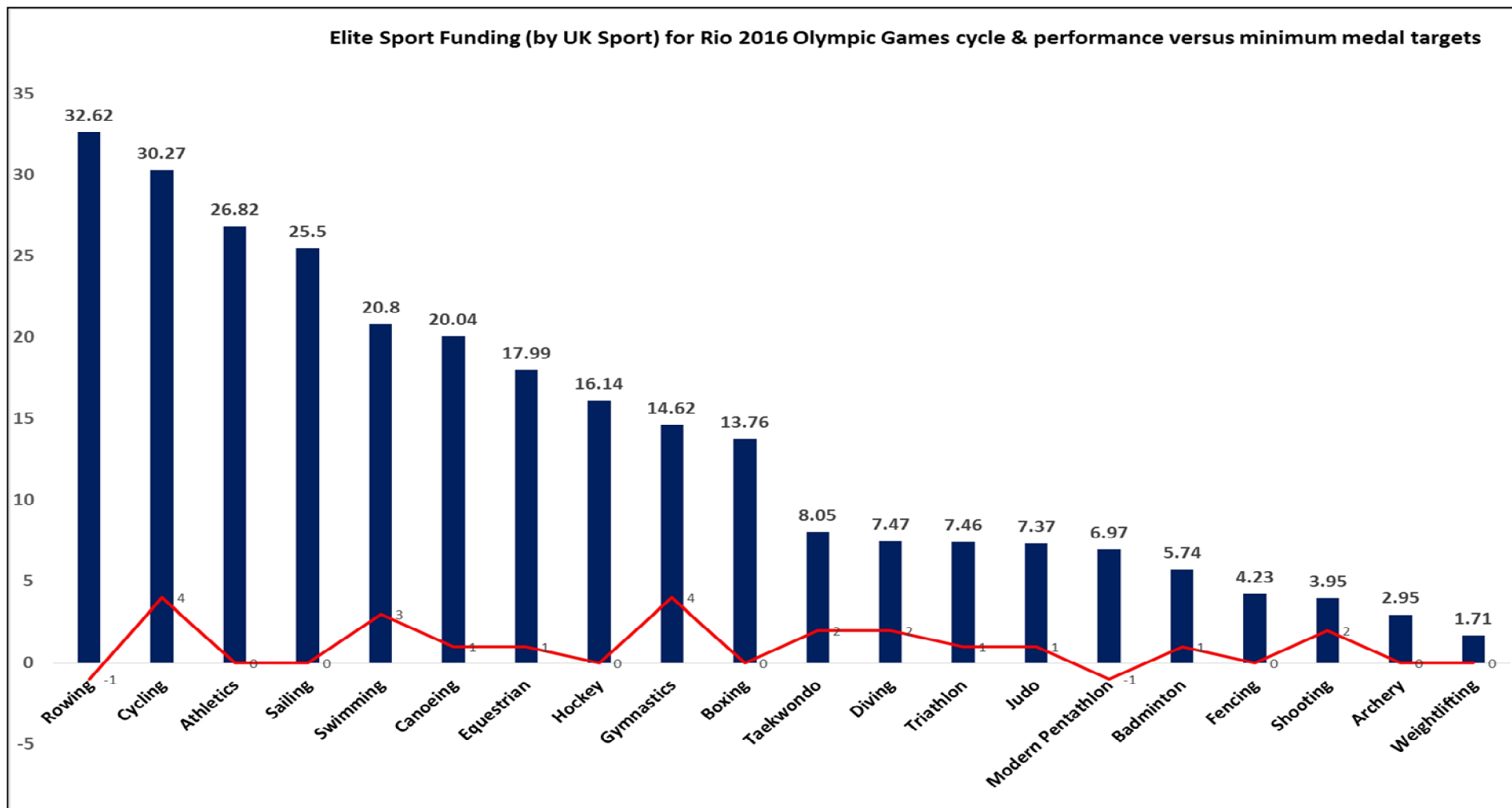
Framing of research thinking

Strategy and stakeholders
Stakeholder investments

“Governance in Sport: Change or be changed”

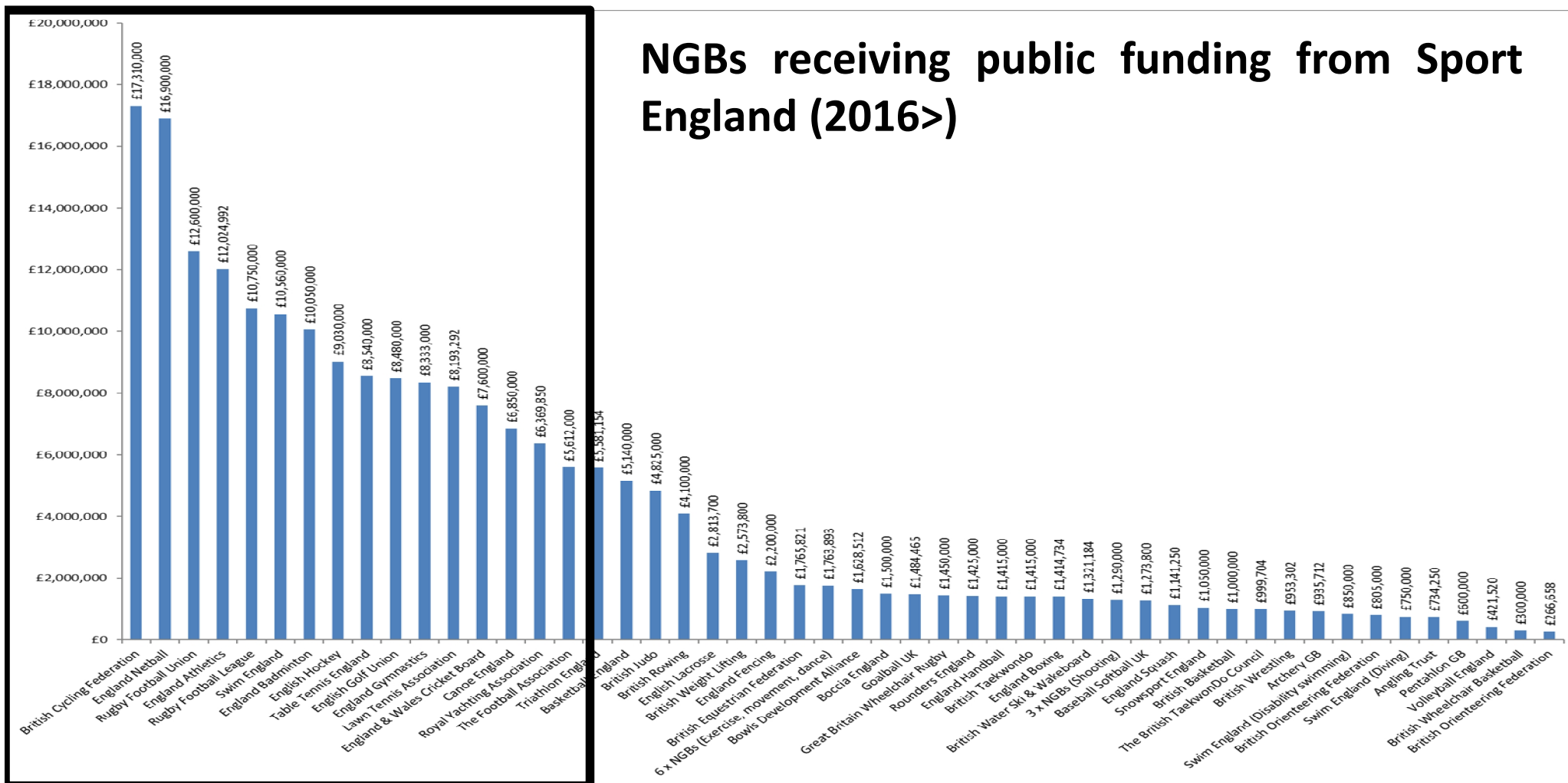
- Besides 'Good Governance', in 2015/2016 conducted headline exploratory research in relation to see if the latest UK Government and home Country Sports Council strategies of sport wanted Boards of NGBS of Sport in the UK to consider 'strategic organisational performance'

DCMS	Creating a sporting habit for life: A new youth sport strategy (2012)
Sport England	Sport England Strategy (2012-2017)
Sport Northern Ireland	The Northern Ireland Strategy for Sport & Physical Recreation (2009-2019)
SportScotland	Corporate Plan (2011-2015)
Sport Wales	A Vision for Sport in Wales (2011)
Sport Wales	Elite Sport Strategy (2011)
UK Government	Sporting Future: A New Strategy for an Active Nation (2015)
UK Sport	Strategic Aims and Principles (2016)



Source: Marc Taylor analysis (2016) of UK Sport Funding and Performance Targets

NGBs receiving public funding from Sport England (2016>)



Source: Marc Tavlora analysis (2017) of Sport England public funding of NGBs (Three announcements)