

The GoodCorporation Sports Governance Framework

The GoodCorporation Sports Governance Framework is designed to help sports organisations to ensure that they have strong governance policies and procedures in place that work in practice. The Framework can be used to evaluate an organisation's policies and procedures against the list of best practice indicators.

GoodCorporation provides support to sports organisations using this framework. We can evaluate the organisation using the methodology set out in the box diagram below. From this type of practical assessment, we can evaluate how well the organisation is working and identify what steps are needed to improve governance. A key part of the assessment methodology is to evaluate how well the practices actually work and to assess the degree of risk in each area. This provides the management with vital feedback on what needs fixing and the priorities for taking action.

The assessor checks:

- that a policy exists
policy documents are reviewed
- that a system is in place to implement the policy
systems are examined
- that records exist that show that the system works in practice
a sample of records is reviewed
- that stakeholders agree that the system works
interviews are held with employees, member organisations, elected officials and suppliers

The assessor awards a grade:

- commendation
the policy and system are examples of best practice
- merit
the policy and system work well
- observation
there is a policy and system that works but potential improvements have been identified
- minor non-compliance
there is a policy and system but it is not always working
- non-compliance
there is no policy or system, or it has largely broken down

We provide a range of services to help our clients build their governance policies and procedures once gaps have been identified, for example by drafting new policies and systems and helping to get them established. We also provide services to embed best practice, in particular with a range of ethics and compliance training.

Where an organisation undergoes evaluation against a GoodCorporation Framework, we provide detailed benchmarking feedback to help our clients measure themselves against their peers and to assess whether changes are in line with best practice or already the norm.

The GoodCorporation Sports Governance Framework

1. Governance

- GOV1: The organisation has a clear governance structure designed to ensure strong ethical management.
- GOV2: There is a compliance function (or equivalent) with a clear remit and adequate resources.
- GOV3: The compliance function has a reporting line to the board.
- GOV4: There is a clear statement of the reporting lines and respective roles of the board, the officers, elected officials and senior management.
- GOV5: The organisation has objective and transparent processes for the election and selection of the governing board.
- GOV6: The organisation has objective and transparent processes for the election and selection of officials, officers and senior management.
- GOV7: There is a clear statement of the rights and responsibilities of the organisation and its member organisations.
- GOV8: There is a code of ethics which outlines the organisation's commitment to operating ethically.
- GOV9: There is a written and clearly articulated anti-bribery and corruption policy.
- GOV10: The code of ethics and anti-bribery policy have been approved by the board.
- GOV11: The code of ethics, anti-bribery policy and relevant supporting policies are made public.
- GOV12: There is a regular risk assessment which evaluates the ethical risks of the organisation and ensures that appropriate mitigation measures are in place.

2. Transparency

- TR1: The organisation commits to transparent reporting on its activities and decisions.
- TR2: The organisation commits to transparent media access including to its annual general meeting.
- TR3: The organisation commits to transparent reporting on finances and publishes its annual financial report.

- TR4: The organisation commits to transparent reporting on remuneration and the terms of employment of its elected officials.
- TR5: The use of funds made available to member organisations and third parties is transparent and subject to scrutiny.

3. Upholding integrity in sport

- IS1: The organisation puts the integrity of the sport at the heart of its mission and values.
- IS2: The organisation works with international authorities to ensure fair play and to prevent corrupt betting.
- IS3: The organisation has policies and initiatives to prevent the taking of performance-enhancing drugs and any other forms of cheating.
- IS4: The organisation actively promotes equality, diversity and non-discrimination in the sport and ensures that no form of bullying, harassment or racist behaviour is tolerated.
- IS5: The organisation has procedures to safeguard children and vulnerable adults and to encourage their participation.
- IS6: The organisation works with local communities to ensure inclusive participation in sport, partnership with community bodies and a positive legacy.

4. Events, media and sponsorship rights

- EV1: There are procedures and controls to prevent unethical behaviour in the awarding of the rights to hold events and competitions.
- EV2: There are procedures and controls to ensure that the awarding of media rights is open, transparent and free from any form of bribery or inappropriate influence.
- EV3: There are procedures and controls to ensure that commercial sponsorship is free from any element of bribery or inappropriate influence.
- EV4: There are procedures for managing relations with delegations, lobbyists and agents. Interactions are strictly controlled and are minuted.

- EV5: The organisation maintains registers of contact between its executives and delegations, lobbyists, bid teams and their agents.
- EV6: Any agents and intermediaries used by the organisation have clear terms and conditions with appropriate anti-corruption clauses.
- EV7: Remuneration of all agents and intermediaries is appropriate and justifiable.

5. Requirements for member organisations

- MO1: Prior to accepting member organisations, the organisation verifies that the prospective member meets minimum governance standards.
- MO2: Member organisations are trained on the organisation's code of ethics and ethical policies.
- MO3: Member organisations commit to following the code of ethics and to respecting the integrity of the sport.
- MO4: Member organisations demonstrate that they comply with the code of ethics and have equivalent standards of governance.
- MO5: There are monitoring mechanisms to check that member organisations comply with the code of ethics.
- MO6: Sanctions are imposed where member organisations fail to meet the expected ethical standards.

6. Procurement

- P1: There are clear and transparent processes for selecting suppliers and renewing contracts.
- P2: There are clear due diligence procedures to examine the ethical practices of current and prospective agents, intermediaries and key suppliers.
- P3: All suppliers have a clear written agreement with anti-corruption and human rights safeguards, and are paid in accordance with agreed terms.
- P4: Agents, intermediaries and other high-risk suppliers are trained on the organisation's required ethical standards.
- P4: There is separation of duties between the approval and payment of invoices.

- P5: No inducements in cash or kind that could influence procurement decisions are accepted or offered.
- P6: The organisation has a clear set of rules for procurement from related parties.

7. Human resources

- HR1: Employees are trained on the code of ethics and ethical policies.
- HR2: Employees commit to adhering to the code of ethics and ethical policies.
- HR3: The organisation has a clear policy on equality and diversity which is applied universally, including at board level.
- HR4: The board and employees follow clear rules on the offer and acceptance of gifts and hospitality which ensure that these do not influence decision making. Gifts and hospitality received and given are recorded.
- HR5: The organisation has a clear policy on conflicts of interest which requires that any potential or actual conflicts are declared and managed.
- HR6: Recruitment processes include screening for political connections and conflicts of interest.
- HR7: Performance appraisals include specific reference to compliance with ethical standards.
- HR8: Disciplinary processes are used to support the observance of the code of ethics.

8. Finance

- F1: There are clear policies and processes for the management and recording of financial transactions.
- F2: There are appropriate financial controls and separation of duties.
- F3: There are appropriate internal and external audits which include anti-corruption checks.
- F4: Remuneration for agents and intermediaries is made through bona fide channels, is transparent and easily audited.
- F5: There are processes for authorising and monitoring employees' and intermediaries' expenses and cash advances.

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9. Government and regulatory affairs

GR1: There are clear policies and procedures for managing relations with government, regulators and public officials.

GR2: There are clear rules on lobbying and interactions with government to ensure that no undue influence is obtained. All material interactions are recorded.

GR3: There is a clear policy forbidding political contributions, whether direct or indirect.

GR4: There are procedures and controls to ensure that community projects and charitable contributions are not used to obtain undue influence.

GR5: All agents and intermediaries interacting with government officials or regulators follow the organisation's policies on bribery and corruption.

10. Monitoring and review

MR1: The governance structure, code of ethics and supporting policies are regularly reviewed by the board.

MR2: Senior management communicates policies that support the code of ethics and any current cases of alleged breach of the code to the board.

MR3: There is a confidential and well-communicated process for stakeholders to report issues of concern to senior management. Anyone reporting such a concern in the public interest is protected.

MR4: All concerns reported confidentially are properly recorded and investigated, with appropriate steps taken to prevent reoccurrence.

MR5: Where necessary, the organisation refers cases to the Court of Arbitration for Sport.