

ESG maturity matrix for sports organisations

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If you have any feedback on the content of these resources, or additional questions that you'd like to discuss, please contact the SGA:

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Introduction

The following ESG maturity matrix has been developed to help organisations in the sports sector move from a fledgling, compliance-based approach to ESG to practice that is best in class and invaluable to promoting the ongoing sustainability of the organisation.

ESG is still a relatively new phenomenon in sport and can certainly feel overwhelming when viewed as an additional consideration on top of stretched budgets and resources.

Furthermore, action on ESG is also increasingly expected – if not required - by a range of stakeholders, including athletes and participants, fans, employees, and even partners and funders. Culture, values, resource use, climate change and responsible actions are of growing interest to those with whom sports organisations engage. At the same time, these ESG considerations present both serious risks and important opportunities to create sustainable, ethical sports and organisations which demonstrate global citizenship and values-driven operations.

To help ensure that ESG risks and opportunities are embedded within an organisation's thinking and activities, they should form a central pillar of strategic planning.

Considering, embedding and reporting on ESG factors can result in positive impacts, such as:

- Demonstrating a commitment to ethical, sustainable action – enhancing brand value and reputation
- Aligning activities with stakeholder sentiments
- Delivery of sport and sporting activities in innovative and sustainable ways
- Attracting long-term participants, supporters and funders
- Opening potential funding opportunities and income streams
- Demonstrating transparency and effective management
- Driving continuous improvement
- Improved risk management
- Improved legitimacy and licence-to-operate
- Creating a deeper understanding of stakeholder needs and expectations
- Enhanced human capital
- Higher quality recruitment and retention of staff and volunteers
- Increased collaboration and partnership potential
- Harnessing the power and reach of sport to role-model and effect greater change
- Helping to put sport at the forefront of ESG thinking and leadership

How to use the maturity matrix

The ESG maturity matrix can be used to establish where an organisation's current practice sits, and to map progression against each stage. As individual organisations will be at different stages, there are several ways in which board members and the executive/management team might do this, such as:

- a basic self-assessment tool
- part of a governance review or strategic discussion by the board

- part of any peer, stakeholder or benchmarking reviews of the organisation’s governance, environmental, social and sustainable development arrangements.

The maturity matrix does not include a rating system, but some boards may feel that attributing a ‘score’ to each stage will help assess where their organisation sits in the matrix and help to frame their ESG strategy and identify future activities.

The matrix is intended to stimulate reflection of your organisation’s governance and its place within a wider ESG context. It is not to be used as an assessment or compliance tool against the requirements of the governance frameworks cited. These may help with conversations, but you should always refer to and prioritise the formal processes put in place by the funding bodies.

The table provides summary indicators of an organisation’s ESG maturity using ESG criteria drawn from the experiences of multiple sectors but adapted for the sports sector in the UK.

Not all of the UN Sustainable Development Goals (UN SDG) priorities will be relevant to every organisation, but board members should be able to articulate to stakeholders why they don’t feel a particular goal is relevant or ‘material’, such as not operating in a way that impacts on a development goal. The matrix enables self-assessment by an organisation of its current ESG standards and highlights criteria for improving general and specific areas of ESG of relevance.

For ease of use and simplicity, the 17 UN SDGs have been grouped under the headings of ‘environmental’ and ‘social and sustainability’:

Environmental	Social and sustainability
#6 Clean water and sanitation #7 Affordable and clean energy #11 Sustainable cities and communities #12 Responsible consumption and production #13 Climate action #14 Life below water #15 Life on land	#1 No poverty #2 Zero hunger #3 Good health and well-being #4 Quality education #5 Gender equality #8 Decent work and economic growth #9 Industry, innovation and infrastructure #10 Reduced inequality #16 Peace, justice and strong institutions #17 Partnerships for the goals

The SDGs are supported by the UK government. Not all of them will be applicable or relevant to every organisation, but can help to provide a guide for what considerations each organisation should take into account. The goals are:

#1 No poverty:

End poverty in all its forms everywhere

#2 Zero hunger:

End hunger, achieve food security and improved nutrition and promote sustainable agriculture

#3 Good health and well-being:

Ensure healthy lives and promote well-being for all at all ages

#4 Quality education:

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

#5 Gender equality:

Achieve gender equality and empower all women and girls

#6 Clean water and sanitation:

Ensure availability and sustainable management of water and sanitation for all

#7 Affordable and clean energy:

Ensure access to affordable, reliable, sustainable and modern energy for all

#8 Decent work and economic growth:

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

#9 Industry, innovation and infrastructure:

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

#10 Reduced inequality:

Reduce inequality within and among countries

#11 Sustainable cities and communities:

Make cities and human settlements inclusive, safe, resilient and sustainable

#12 Responsible consumption and production:

Ensure sustainable consumption and production patterns

#13 Climate action:

Take urgent action to combat climate change and its impacts

#14 Life below water:

Conserve and sustainably use the oceans, seas and marine resources for sustainable development

#15 Life on land:

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

#16 Peace, justice and strong institutions:

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

#17 Partnerships for the goals:

Strengthen the means of implementation and revitalise the global partnership for sustainable development.

Each of the initiatives above will have its strengths and weaknesses. Some may feel more suited to industries and economic activities outside of sport, or focused on one aspect of ESG. Even within the sports sector, different SDGs will be more relevant to different sports

and different organisations within those sports. In each case, reporting on progress against targets appears to follow the approach promoted by the Task Force on Climate-related Financial Disclosures (TCFD). It expects organisations to:

- Disclose governance arrangements around climate-related risks and opportunities
- Describe the board's oversight of those risks
- Describe what management's role is in assessing and managing related risks.

This is an approach that can be adapted for different sectors and various types of organisations. These three bullet points inform the following discussion on the wider ESG issues organisations may wish to address now and in the future.

Materiality test

Materiality is an accounting concept that defines why and how certain issues are important for an organisation, most commonly used in the commercial sector. It can, however, provide useful guidelines for decision-making in all types of organisation.

A material issue is one which can be regarded as having a major impact on the financial, economic, reputational, and legal aspects of an organisation. It will be impacted by the interests of internal and external stakeholders of an organisation.

The use of a materiality test agreed by an organisation is a key aspect of ESG as it helps to identify those risks that are likely to impact the success of the organisation and will be of interest to a range of stakeholders. Any organisation, regardless of the sector in which it operates, looking at reporting on its ESG should have an agreed approach to what it considers to be 'material' to its specific stakeholder groups.

The definition of materiality the organisation wants to use should be a board decision, and the board should monitor its use and impact as it would any other board decision.

Maturity stages

There are three stages of ESG maturity which detail particular activities and outcomes that help identify where an organisation's ESG may be observed at a particular moment in time in relation to the UN SDG and governance best practice.

The three stages are:

- **Aware** – the organisation has an awareness of the broad range of issues involved, and minimum legal and regulatory requirements regarding ESG matters are met.
- **Active** – principles of good ESG management and monitoring are being planned, adapted and implemented. Processes are being embedded, which impact positively on the organisation's achievements and the wider world.
- **Advanced** – ESG systems are regularly reviewed and refined in the light of the organisation's evolution via a comprehensive assurance framework which ensures continuous ESG improvement and delivery through formal evaluation. The board leads good practice in its ESG and seeks to share its learning with others while remaining alert to new ESG developments that are appropriate to the organisation, its sport or the wider sector and the community in which it operates.

The ESG maturity matrix

Environmental

UN SDG	Relevant legislation or Government initiative	Materiality test: Would this information be considered relevant to a reasonable stakeholder of the organisation?
#6 Clean water and sanitation		Yes/No. Why?
#7 Affordable and clean energy	Smart meters Generate renewable energy	Yes/No. Why?
#11 Sustainable cities and communities	Clean air zones	Yes/No. Why?
#12 Responsible consumption and production	Waste prevention programmes (Waste Framework Directive) WRAP initiatives	Yes/No. Why?
#13 Climate action	Climate Change Act 2008 Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) 2018 Regulations; Emissions Reduction Plan Natural Capital Committee Code for Sports Governance Requirement 5.2	Yes/No. Why?
Aware	An environmentally aware organisation will: <ul style="list-style-type: none"> • comply with those aspects of legislation and regulation that apply to it • consider at board level the strategic implications of climate change • promote reduce, re-use and recycling policies • be thinking about the impact of its actions/activities on the environment (local, national, international) • understand government initiatives to counter climate change 	

UN SDG	Relevant legislation or Government initiative	Materiality test: Would this information be considered relevant to a reasonable stakeholder of the organisation?
	<ul style="list-style-type: none"> • understand stakeholder concerns and consider how these issues can be incorporated into the strategic plan. <p>Potential actions include:</p> <ul style="list-style-type: none"> • stakeholder engagement activities, including understanding the impact of climate change on sporting and business activities • include climate change on the risk register, with mitigating actions • learning to measure emissions and carbon footprint • establishing how net zero emissions will affect operational activities • setting targets • reducing, re-using and recycling campaigns and actions • establishing energy reduction strategies • reviewing travel policies (commute and international travel guidance) • Taking waste reduction actions • using local/seasonal produce in canteens or catered meetings/events (reducing food miles) 	
Active	<p>An environmentally active organisation will:</p> <ul style="list-style-type: none"> • use its data and stakeholder feedback to implement environmentally friendly policies, procedures, practices and behaviours • regularly consider at board level the strategic implications of climate change • incorporate environmentally focused thinking into sporting activities, such as event planning • be improving the environmental literacy of staff/volunteers • incorporate environmental considerations into annual budgets and strategic plans • be adapting good practice from other sectors to support public statements on environmental factors. <p>Potential actions include:</p> <ul style="list-style-type: none"> • promoting home/flexible working, measuring emission data and reporting against stated targets • auditing operational activities against the SDGs • revising investment policies, to cover the divestment of fossil fuels and other environmentally unfriendly products • incorporating environmental risks in the risk register and management approaches 	

UN SDG	Relevant legislation or Government initiative	Materiality test: Would this information be considered relevant to a reasonable stakeholder of the organisation?
	<ul style="list-style-type: none"> • implementing a renewable energy strategy • working with local authorities to improve biodiversity including environmental training in staff/volunteer development opportunities 	
Advanced	<p>An environmentally advanced organisation will:</p> <ul style="list-style-type: none"> • have embedded environmentally friendly practices through all of its activities • delivered on stated targets and publicly shared their experiences • have in place plans to mitigate climate risk • be recognised as a sector leader in this area by sharing its experiences and lessons widely. <p>Potential actions include:</p> <ul style="list-style-type: none"> • establishing a board level committee whose remit covers environmental considerations (may be part of a wider ESG remit) • majority of energy use derived from renewable sources • actively incorporating environmentally-friendly practices into key activities such as event staging (travel considerations, resource use, etc.) • promoting low-carbon commuting schemes (bicycles, walking, car share, etc.) • incorporating climate change and environmental factors into strategic planning • working with third parties/suppliers/ partners to deliver climate change/ environmentally positive changes in procurement, sporting activities, supply of goods and services, etc. • declaring progress on ethical resource use • reporting annually on its environmental impact and how it is working to prevent climate change • benchmarking against other bodies • having SDG activities externally and independently audited, publicly discloses findings • embedding climate change and environmentally friendly practices into governance arrangements 	

Social and sustainability

UN SDG	Relevant legislation or Government initiative	Materiality test: Would this information be considered relevant to a reasonable stakeholder of the organisation?
#1 No poverty	National Minimum and National Living Wage rates	Yes/No. Why?
#2 Zero hunger		Yes/No. Why?
#3 Good health and well-being	Change4Life Thriving at Work ONS well-being data and toolkit Code for Sports Governance, Requirement 4.7 Safeguarding obligations	Yes/No. Why?
#4 Quality education	Apprenticeships	Yes/No. Why?
#5 Gender equality	Code for Sports Governance Requirements 2.1-2.3 Shared parental leave and pay Gender Pay Gap reporting Hampton Alexander Review	Yes/No. Why?
#8 Decent work and economic growth	Companies Act 2006 s. 172 Modern Slavery Act 2015	Yes/No. Why?
#9 Industry, innovation and infrastructure		Yes/No. Why?
#10 Reduced inequality	Disability Confident Access to work Code for Sports Governance Principle 2 – of particular note, Requirements 2.1-2.3	Yes/No. Why?

UN SDG	Relevant legislation or Government initiative	Materiality test: Would this information be considered relevant to a reasonable stakeholder of the organisation?
#16 Peace, justice and strong institutions	Freedom of Information Act 2000, anti-corruption strategy	Yes/No. Why?
#17 Partnerships for the goals	Sport Councils' signatories to UN Sports for Climate Action Framework	Yes/No. Why?
Aware	<p>A socially aware and sustainable organisation will:</p> <ul style="list-style-type: none"> • comply with those aspects of legislation, regulation and governance codes that apply to it • promote equality, equity, diversity and inclusion • understand stakeholders' concerns, and consider how these issues can be incorporated into the strategic plan <p>Potential actions include:</p> <ul style="list-style-type: none"> • paying minimum wage, with a public commitment to move to the 'living wage' for all staff • only offering paid internships • looking at sustainable and ethical supply chains • implementing gender gap reporting (voluntarily if not a legal requirement) • considering how best to report on BAME representation and pay differentials. • publishing statements on equality, anti-corruption, antislavery/modern slavery and ethical practices • considering partnership working to achieve objectives 	
Active	<p>A socially active and sustainable organisation will:</p> <ul style="list-style-type: none"> • use its influence and reach to promote socially positive and sustainable policies, initiatives, etc. • use its data and stakeholder feedback to implement sustainable and socially positive policies, procedures, practices and behaviours • regularly consider at board level issues of social impact, their implications for the organisation and action that can be taken • improve the diversity, equity and equality literacy of staff and volunteers • incorporate social/ sustainable considerations into annual budgets and strategic plans • have nominated board leads for key responsibilities such as EDI, welfare and safety • adapt good practice from other sectors to support public statements on SDG factors. 	

UN SDG	Relevant legislation or Government initiative	Materiality test: Would this information be considered relevant to a reasonable stakeholder of the organisation?
	<ul style="list-style-type: none"> developing and publishing a comprehensive, realistic Diversity and Inclusion Action Plan (as per Award Agreement for Tier 3 organisations) <p>Potential actions include:</p> <ul style="list-style-type: none"> publicly declaring a commitment to the SDGs paying the 'living wage' to staff reflecting wider commitments to ethical and sustainable investments in policies adopting an ethical framework for third parties/suppliers publishing annual data on gender, disability and BAME pay gaps. updating policies to reflect good practice in terms of workforce equality, diversity, equity and inclusion providing training to staff and volunteers on SDG matters, improving SDP literacy and understanding develops a partnership criteria framework to embrace opportunities in a methodical and objective manner. 	
Advanced	<p>A socially advanced and sustainable organisation will:</p> <ul style="list-style-type: none"> have embedded equality, equity, diversity and inclusion practices through all of its activities have delivered on stated targets and publicly shared their experiences have in place plans to promote socially responsible and sustainable development be recognised as a sector leader in this area by sharing its experiences and lessons widely. <p>Potential actions include:</p> <ul style="list-style-type: none"> establishing a board committee whose remit covers social impact (may be part of a wider ESG remit) offering secured contracts as opposed to interim contracts (of less than 12 months, excluding maternity/paternity cover) in the majority of vacancies agreeing KPIs to monitor the effectiveness of pay scales acting to minimise any inadvertent inequality in pay levels within the organisation, and its third parties agreeing policy to contract with third parties which are committed to paying the 'living wage' in the respective operating areas publicly disclosing CEO to average staff pay ratios publishing data on gender, BAME and disability equality re. staff, volunteers and clients 	

UN SDG	Relevant legislation or Government initiative	Materiality test: Would this information be considered relevant to a reasonable stakeholder of the organisation?
	<ul style="list-style-type: none"> • producing an annual signed ESG statement • benchmarking progress against other organisations • actively seeking partnership engagement. 	

Governance

Please note: This part of the matrix is intended to stimulate reflection of your organisation’s governance. It is not to be used as an assessment or compliance tool against the requirements of the governance frameworks cited. These may help with conversations and focusing your discussions, but you should always refer to and prioritise the formal processes put in place by the funding bodies.

*Materiality Test = Would this information be considered relevant to a reasonable stakeholder of the organisation?

Governance function	Indicative relevant governance requirement/guideline:	Materiality test*	Aware/Active/Advanced
Clarity of role and understanding of the board	<p>Code for Sports Governance Requirement 1.1-1.4, 1.6-1.10, 1.12, 1.14-15, 2.1-2.7, 2.11-2.12, 4.1-4.6, 5.1</p> <p>SGB Governance Framework Principle 2, Principle 4, Principle 5, Principle 6, Principle 7, Principle 10</p> <p>Governance & Leadership Framework Principle 1, Principle 2, Principle 3, Principle 4, Principle 5</p>	Yes/No. Why?	<p>A governance aware organisation will:</p> <ul style="list-style-type: none"> • have an understanding of the legal role of the board and the difference between governance and management. • ensure that it has role descriptions in place and up to date. • provide thorough and comprehensive inductions for new board members and agreed development programmes for existing ones. <p>A governance active organisation will:</p> <ul style="list-style-type: none"> • have in place a governance development programme clearly linked to achieving strategic priorities. This will be reviewed and updated accordingly. • clearly link skills audits and recruitment activity to the achievement of the organisation’s strategic goals. • provide additional training or information from a dedicated governance lead. • regularly undertake an appraisal of the board’s effectiveness (as a collective, individuals and its committees) and agrees areas for development which are fed into succession plans (including diversity and equality).

Governance function	Indicative relevant governance requirement/guideline:	Materiality test*	Aware/Active/Advanced
			<p>A governance advanced organisation will:</p> <ul style="list-style-type: none"> recognise all board members as integral to the success of the organisation, linking to improved organisational performance. enact ongoing system-wide improvement, driven by unwavering but achievable high standards.
<p>Agreeing the organisation's vision, ethos and strategy</p>	<p>Code for Sports Governance Requirement 1.1, 5.4, 5.6</p> <p>SGB Governance Framework Principle 2, Principle 3, Principle 9, Principle 10, Principle 12</p> <p>Governance & Leadership Framework Principle 2, Principle 3, Principle 4, Principle 7</p>	<p>Yes/No. Why?</p>	<p>A governance aware organisation will:</p> <ul style="list-style-type: none"> have in place a vision, ethos and strategy, set and agreed by the board, supported by the senior leadership team. have in place a corporate calendar that supports achievement and monitors strategy as determined by the board's annual strategy session. ensure that the ethos and values of the organisation are evident within each activity and staffing level of the organisation. <p>A governance active organisation will:</p> <ul style="list-style-type: none"> clearly align board papers to report on each agreed strategic objective. strive to ensure that strategic priorities are met and intrinsically lead to improved mission outcomes. <p>A governance advanced organisation will:</p> <ul style="list-style-type: none"> demonstrate the impact good governance has had on organisational performance.

Governance function	Indicative relevant governance requirement/guideline:	Materiality test*	Aware/Active/Advanced
Supporting function: Leadership	<p>Code for Sports Governance Requirement 1.1-1.4, 1.6-1.10, 1.12, 2.4-2.8, 2.10- 2.12, 4.1- 4.7, 5.1-5.2</p> <p>SGB Governance Framework Principle 1, Principle 2, Principle 4, Principle 5, Principle 6, Principle 7, Principle 9, Principle 10, Principle 11</p> <p>Governance & Leadership Framework Principle 1, Principle 2, Principle 4, Principle 5, Principle 7</p>	Yes/No. Why?	<p>A governance aware organisation will:</p> <ul style="list-style-type: none"> demonstrate an understanding among the board and its individual members of their role and that of the management, and an appreciation of the difference. <p>A governance active organisation will:</p> <ul style="list-style-type: none"> have in place an appropriate succession plan for the board and the senior leadership team, linked to strategic objectives. demonstrate that board members and senior staff 'live' the values and standards of the sport and the organisation and seek to demonstrate the leadership qualities required of a successful organisation. demonstrate that the culture of the organisation is led and lived by the board. consistently focus on improving member/participant experience and outcomes. <p>A governance advanced organisation will:</p> <ul style="list-style-type: none"> seek, and be sought out by, potential partners in recognition of its success in the sector.
Holding the chair / CEO / leadership team to account	<p>Code for Sports Governance Requirement 1.1, 1.9-1.10, 4.1-4.5, 5.4, 5.6-5.7</p>	Yes/No. Why?	<p>A governance aware organisation will:</p> <ul style="list-style-type: none"> insist that information provided to the board is focused, relevant, timely and accurate, enabling it to constructively challenge the senior leadership team. have in place terms of reference, schemes of delegation and matters reserved to the board which are agreed, written down and reviewed regularly.

Governance function	Indicative relevant governance requirement/guideline:	Materiality test*	Aware/Active/Advanced
	<p>SGB Governance Framework Principle 2, Principle 3, Principle 4, Principle 7, Principle 9, Principle 10</p> <p>Governance & Leadership Framework Principle 2, Principle 3, Principle 4, Principle 5</p>		<p>A governance active organisation will:</p> <ul style="list-style-type: none"> • triangulate information from internal and external sources to ensure the board receives evidence-based assurance (as opposed to re-assurance). • hold board discussions in which individual board members and senior leaders are recorded as contributing to all matters, not just to areas of specialist knowledge. <p>A governance advanced organisation will:</p> <ul style="list-style-type: none"> • use robust, evidence-based decision making, with constructive challenge made to senior leadership proposals.
Performance monitoring	<p>Code for Sports Governance Requirement 5.6-5.7</p> <p>SGB Governance Framework Principle 2, Principle 3, Principle 4, Principle 6, Principle 9, Principle 10, Principle 11</p> <p>Governance & Leadership Framework Principle 1, Principle 3, Principle 5, Principle 7</p>	Yes/No. Why?	<p>A governance aware organisation will:</p> <ul style="list-style-type: none"> • understand and recognise the role and importance of data in developing and monitoring strategic objectives. • agree key performance indicators, standards and organisational development plans in the light of strategic objectives and monitor accordingly. • have a board which understands and takes sufficient account of membership, participant and customer data (both internal and external). <p>A governance active organisation will:</p> <ul style="list-style-type: none"> • align performance monitoring to organisational planning cycles and discussions on the organisation's vision, values and strategy. • link key performance indicators to organisation policies. • benchmark performance against organisations within the sport or of a similar size which operate in a comparable environment. • compare its performance against other sport organisations.

Governance function	Indicative relevant governance requirement/guideline:	Materiality test*	Aware/Active/Advanced
			<p>A governance advanced organisation will:</p> <ul style="list-style-type: none"> • give the board confidence in the quality and robustness of its data analysis and assurance across the organisation’s activities. • demonstrate an increase in membership/ participant attainment through quality data. • continue to be a sector leader.
Financial performance and solvency	<p>Code for Sports Governance Requirement 2.13, 5.3- 5.7</p> <p>SGB Governance Framework Principle 3, Principle 6, Principle 8, Principle 9, Principle 10</p> <p>Governance & Leadership Framework Principle 5</p>	Yes/No. Why?	<p>A governance aware organisation will:</p> <ul style="list-style-type: none"> • clearly articulate budget, costs and other financial targets to the board. • demonstrate an understanding among board members of their fiscal duties and the funding agreement requirements. • include in any new proposals the cost implications on existing budgets and agreed strategic objectives, including potential costs of not agreeing the proposal. <p>A governance active organisation will:</p> <ul style="list-style-type: none"> • evidence value for money while increasing membership/participant satisfaction and/or performance. • offer staff remuneration which is sufficiently attractive without being unduly excessive. This will be benchmarked locally and nationally. • maintain a strong grip at board level and throughout on financial matters, including membership fees, sponsorship and events income, investments, reserves and costs. • clearly evidence the organisation’s financial sustainability, making this available to stakeholders (e.g. annual reports, accounts, communications).

Governance function	Indicative relevant governance requirement/guideline:	Materiality test*	Aware/Active/Advanced
			<p>A governance advanced organisation will:</p> <ul style="list-style-type: none"> identify financial surpluses or savings and allocate to ongoing developments to attain organisation goals.
Risk management	<p>Code for Sports Governance Requirement 5.2, 5.4, 5.7</p> <p>SGB Governance Framework Principle 6, Principle 8, Principle 9</p> <p>Governance & Leadership Framework Principle 5</p>	Yes/No. Why?	<p>A governance aware organisation will:</p> <ul style="list-style-type: none"> identify and mitigate known risks. The board will be familiar with top ten organisational risks. <p>A governance active organisation will:</p> <ul style="list-style-type: none"> regularly review risks (including to reputation) and contingency plans are regularly reviewed to ensure they are appropriate and effective. agree risk appetite at board level and cascade this throughout the organisation's operations. <p>A governance advanced organisation will:</p> <ul style="list-style-type: none"> stress test risk management processes, report findings and revise plans accordingly. ensure that major risk incidents are met with a minimum of disruption to activities, services to members and participants and organisational progress.
Stakeholder engagement	<p>Code for Sports Governance 2.1, 2.2, 2.3-4, 2.7, 3.1, 3.2, 3.3, 3.4, 4.1, 4.7,</p>	Yes/No. Why?	<p>A governance aware organisation will:</p> <ul style="list-style-type: none"> identify and prioritise stakeholders have in place appropriate and agreed engagement plans that are effective in establishing two-way communication.

Governance function	Indicative relevant governance requirement/guideline:	Materiality test*	Aware/Active/Advanced
	5.2, 5.5 SGB Governance Framework Principle 1, Principle 3, Principle 7, Principle 8, Principle 11, Principle 12 Governance & Leadership Framework Principle 1, Principle 3, Principle 4, Principle 6, Principle 7		<ul style="list-style-type: none"> • take into account the views of stakeholders and the impact of the decisions on them. • recognise and regularly discuss at board level issues of equity, diversity and inclusion. <p>A governance active organisation will:</p> <ul style="list-style-type: none"> • provide regular opportunities for stakeholders to hold the board to account for their decisions and actions. • represent equity, diversity and inclusion at board, membership and executive levels of the organisation. • provide feedback to stakeholders as to how their input has added value to the decision-making process, including where it has changed a course of action. <p>A governance advanced organisation will:</p> <ul style="list-style-type: none"> • ensure that it is open, transparent and accountable to stakeholders. • be widely respected in its operating environment.
Transparency and accountability	Code for Sports Governance Requirement 1.4, 2.4, 3.1- 3.4, 4.1-4.2, 5.2, 5.4-5.7 SGB Governance Framework Principle 1, Principle 3, Principle 6, Principle 7,	Yes/No. Why?	<p>A governance aware organisation will:</p> <ul style="list-style-type: none"> • communicate to stakeholders the role of the board and the range of decisions they can take. • through collaboration with governance lead, senior management and chair, ensure that all decisions are made in accordance with the law, the funding agreement and the governing document. • record all decisions appropriately. • provide all formal information in an accessible manner, e.g. on the website.

Governance function	Indicative relevant governance requirement/guideline:	Materiality test*	Aware/Active/Advanced
	Principle 9, Principle 10, Principle 11, Principle 12 Governance & Leadership Framework Principle 2, Principle 5, Principle 6, Principle 7		<p>A governance active organisation will:</p> <ul style="list-style-type: none"> provide annual reports and accounts and other appropriate information in an accessible format. invite relevant stakeholders to an annual meeting or other formal event to hold to account the board for their actions and decisions (this may be a requirement under the governing document). welcome questioning and constructive challenge of the board by all stakeholders. <p>A governance advanced organisation will:</p> <ul style="list-style-type: none"> publish annual reports and accounts which are recognised for their enhanced disclosure in providing a full and fair review of the organisation's performance, risk and future plans.
Probity	Code for Sports Governance Requirement 1.4, 1.10-1.11, 2.7, 2.10, 2.13, 3.1, 3.3, 4.4-4.6, 5.1, 5.3- 5.5, 5.7 SGB Governance Framework Principle 1, Principle 2, Principle 3, Principle 8, Principle 9, Principle 10, Principle 11	Yes/No. Why?	<p>A governance aware organisation will:</p> <ul style="list-style-type: none"> be run by a board which is aware of, and adheres to, the Nolan Principles. have in place a formal, agreed conflicts of interests, safeguarding, and other relevant policies and procedures. regularly update a register of interests. <p>A governance active organisation will:</p> <ul style="list-style-type: none"> have in place a board code of conduct that links to legal duties and the specifics of the funding agreement and governing document. make available to the public the regularly updated register of interests. declare conflicts of interest matters at the start of all board meetings and manage these in accordance with the agreed policy.

Governance function	Indicative relevant governance requirement/guideline:	Materiality test*	Aware/Active/Advanced
	Governance & Leadership Framework Principle 1, Principle 2, Principle 5, Principle 6		<ul style="list-style-type: none"> • articulate clearly to stakeholders the recording and handling of conflicts of interest. <p>A governance advanced organisation will:</p> <ul style="list-style-type: none"> • deal quickly and professionally with any media attention given to conflicts of interest, assuring stakeholders that decisions have been taken in the interests of the organisation.

Notes