**Governance Code for Sport Compliance Record Form (Type C)**

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| Organisation Name |  |
| Annual Reporting Period |  |
| Compliance Record Form Prepared By |  |

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| **Board Compliance Statement[[1]](#footnote-1)**  The Board of [ORGANISATION NAME] has reviewed and assessed this Compliance Record Form and is satisfied that arrangements and structures are in place that are, in the Board’s opinion, designed to secure the organisation’s compliance with the Governance Code for Sport.  The Board of [ORGANISATION NAME], confirms that this Compliance Record Form (and associated arrangements and structures) was reviewed at a Board meeting on [INSERT DATE].  This Compliance Record Form is signed on the Board’s behalf.  Chairperson Signatory: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  2nd Board Signatory: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

Under the Governance Code for Sport all funded sporting organisations are required to complete this Governance Code Compliance Record Form every year.

Please fill in this form to record:

* Indicate your organisation’s position in relation to each recommended practice (Yes/No/NA)
* The actions that your organisation takes to meet each standard of the Governance Code for Sport; and
* The evidence that backs this up.

Your organisation should approve the Compliance Record Form at a board meeting during Q1 2022.

**You are NOT required to file the Compliance Record Form with Sport Ireland. However, you must keep your Compliance Record form as Sport Ireland could ask you for it at any time.**

**What do we expect?**

Proportionality is a central tenet of the Code and your organisations compliance with the Code should be proportionate to the size and scale of the organisation. The type of evidence we expect depends on the complexity of your organisation and the practice but in all cases will need to be documented and in most cases considered at Board level

The minimum expected of all organisations would be to discuss and agree at board meetings how they will meet the standards and document their decisions in the minutes.

We would expect a sporting organisation with paid staff to provide more documentation like work plans and written policies as evidence of the actions they have taken.

We would expect a larger and more complex sports organisations to provide more extensive documentation than other sports organisations.

Please use the glossary within the [Governance Code for Sport](https://www.sportireland.ie/sites/default/files/media/document/2020-12/the-governance-code-for-sport-a-guide.pdf)  when filling in the form and include dates where appropriate.

**Please click** [**here**](https://www.sportireland.ie/GovernanceCode) **for more information, guidance and templates.**

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| **Principle:** | **1. Leading our organisation.** | | | | | | |
| **Sub-Principle** | **1.1 Agreeing our vision, purpose, mission, values and objectives and making sure that they remain relevant.** | | | | | | |
|  |  | **Does Your Organisation Comply with this practice?** | | |  |
|  | **Recommended Board Actions** | **Yes** | **No** | **N/A** | **Evidence of Compliance/Explanatory Note** |
| 1.1 (a) | Has your Board agreed a strategic plan for your organisation, which includes clear statements of your vision, mission, values and objectives? | X |  |  | Strategy discussed and approved by Board in xxx including all requirements.  *Copy of Strategy and Board minute of meeting xxx*. | |
| 1.1(b) | Has your Board made sure 1.1(a) reflects the governing document of the organisation (for example, constitution, memorandum and articles of association or deed of trust)? | X |  |  | As part of the Strategy development process alignment with the governing document was identified as a key deliverable.  *RFQ for developing strategy and Board minute of xxx.* | |
| 1.1 (c) | Has your Board reviewed the organisation’s vision, purpose, mission, values and objectivesat least every three years to ensure that the organisation is still relevant? | X |  |  | Formal Mid-term review of Strategy completed in 2020.  Board reviewed and discussed the organisation’s vision, purpose, mission, values and objectives at this meeting *as per Board minute* *of xxx.* | |
| 1.1 (d) | Has the Board reviewed and agreed written policy statements on relevant operational matters, where necessary, at least every three years? | X |  |  | Relevant policies and procedures are reviewed by the Board every two years as per Board Work Programme[[2]](#footnote-2) and sample minutes of Board meeting | |

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| **Principle:** | **1. Leading our organisation.** | | | | | |
| **Sub-Principle** | **1.2 Developing, resourcing, monitoring and evaluating a plan so that our organisation achieves its stated purpose and objectives.** | | | | | |
|  |  | **Does Your Organisation Comply with this practice?** | | | |  |
|  | **Recommended Board Actions** | **Yes** | **No** | | **N/A** | **Evidence of Compliance/Explanation** |
| 1.2 (a) | Has the Board agreed a strategic plan for the organisation that includes:   * objectives; * operational plans; * budget; * key performance indicators; and * timelines? | X |  |  | | Strategy approved by Board and reviewed bi-annually.  Annual plans/operational plans are presented and agreed with Board.  *Board papers insert date,*  *Strategy insert date of Board approval,*  *Board Minutes from xxx* |
| 1.2 (b) | Has the role of the Board been agreed in making sure that there are enough resources to implement the strategic plan and has the Board considered the organisation’s sustainability over the long term? | X |  |  | | Documented in Board’s Terms of Reference[[3]](#footnote-3).  *Board Terms of Reference as* approved by the Board insert date |
| 1.2 (c) | Has the Board put in place a monitoring and evaluation system for the strategic plan? | X |  |  | | Updates provided to the Board twice per year.  *Board Minutes xxx and xxx 2021.*  *Board Minutes xxx 2020 and xxx 2020* |
| 1.2 (d) | Does the Board invite and review reports from CEO on progress compared with agreed objectives and key performance indicators? | X |  |  | | Written update provided by CEO at each Board meeting which include metrics and analysis of performance  *See CEO reports from xxx meetings and Board minutes* |
| 1.2 (e) | Does the Board make sure the discussion of strategic issues is a regular item on the board agenda? | X |  |  | | Discussion on Strategic issues documented as part of Board work programme  *Board work programme as presented to the Board in January 2021.*  *Board minutes of relevant meetings ( February, June, October 2020)* |

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| **Principle:** | **1. Leading our organisation.** | | | | |
| **Sub-Principle** | **1.3 Managing, supporting and holding to account staff, volunteers and all who act on behalf of the organisation.** | | | | |
|  |  | **Does Your Organisation Comply with this practice?** | | |  |
|  | **Recommended Board Actions** | **Yes** | **No** | **N/A** | **Evidence of Compliance/Explanation** |
| 1.3 (a) | Has the Board made sure that contracts and employment policies are in place and that they cover:   * recruitment; * induction; * supervision; * appraisals; * grievance; and * disciplinary procedures?   Has the Board given responsibility for implementation of board-approved human resource policies and employment contracts to Chief Executive Officer (CEO)? | X |  |  | Board review and approve all HR policies and procedures including staff handbook which was developed in consultation with HR specialists.  CEO provides annual written HR update to Board.  *See Board minutes of xxx Meeting where policies and staff handbook were approved.*  *Board minutes and CEO HR Update*  *See Schedule of Matters reserved for the Board which outlines the responsibilities of the Board and CEO.* |
| 1.3 (b) | Has the Board made sure:   * formal arrangements are set up for the ongoing supervision and development of staff; and * formal arrangements are set up for the supervision and development of the CEO. This should include a yearly or twice-yearly appraisal? | X |  |  | Overview provided to Board on Performance Management process –See Board minutes of (Insert date(s))  Board define and communicated KPIs to CEO and assess progress twice annually.  See Board minutes of (Insert date(s))  Chair regularly communicates with CEO and updates Board (via private session where needed  *minute of private session (insert date)* |
| 1.3 (c) | Has the Board given responsibility for developing the volunteer policy to the CEO? | X |  |  | CEO roles and responsibilities[[4]](#footnote-4) document.  The Board has developed a Volunteer Policy which is overseen by CEO  *Copy of Volunteer Policy*  *Board minute approving same Insert Date* |
| 1.3 (d) | Has the Board delegated responsibility for job descriptions and staff supervision to CEO? | X |  |  | CEO roles and responsibilities[[5]](#footnote-5) document.  *Board minute approving same Insert Date* |
| 1.3 (e) | Has the Board   * Agreed job description of CEO; * Set yearly performance expectations of CEO; and * Agreed ways for CEO to report to the board? | X |  |  | Defined job description for CEO. – *See Job Description*  Board define and communicated KPIs to CEO and assess progress twice annually. – *See Board minutes of Insert Date(s)*  Chair regularly communicates with CEO and updates Board (via private session where needed) – *See Board minute of Insert Date(s)* |

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| **Principle:** | **2. Exercising control over our organisation.** | | | | |
| **Sub-Principle** | **2.1 Identifying and complying with all relevant legal and regulatory requirements.** | | | | |
|  | **Recommended Board Actions** | **Does Your Organisation Comply with this practice?** | | | **Evidence of Compliance/Explanation** |
| **Yes** | **No** | **N/A** |
| 2.1 (a) | Has the Board agreed policies, procedures and reporting mechanisms to make sure there is compliance with all relevant legal and regulatory requirements? | X |  |  | Board regularly review and receive reports on legal and regulatory requirements   * Child safeguarding – *Minutes of Board Meeting Insert Date* * Data Protection – *Minutes of Board Meeting Insert Date* * Governance Code for Sport – *Minutes of Board Meeting Insert Date*   The organisations own internal audit examined compliance with the Governance Code in 2020. |
| 2.1 (b) | If the organisation is a company limited by guarantee, have the board appointed a board member to act as Company Secretary?  Has the Board ensured that the person appointed, regardless of their position in the organisation, is competent to fulfil the role and have the necessary skills, time and access to resources to carry out the role? | X |  |  | Board member appointed following a skills based assessment. *See Board minute of xxx* |
| 2.1 (b) | Where the CEO/manager is appointed as company secretary, has the Board ensured that an explanation of this is included in the organisation’s compliance statement? |  |  | X | Not relevant as Company Secretary is not a CEO/Manager |
| 2.1 (c) | Has the Board invited and reviewed reports on legal and regulatory compliance and ensured that any issues that have been identified periodically are dealt with? | X |  |  | Board regularly review and receive reports on legal and regulatory requirements   * Child safeguarding – *Insert Date of Board Review and Minutes of same* * Data Protection – *Insert Date of Board Review and Minutes of same* * Governance Code for Sport – *(*Insert Dates) * *Review of Financial Statements - Insert Date of Board Review and Minutes of same* * *Protected Disclosures - Insert Date of Board Review and Minutes of same* * Health & Safety *- Insert Date of Board Review and Minutes of same*   The organisations own internal audit examined compliance with the Governance Code in 2020. |
| 2.1 (c) | If the organisation is a charity as defined by the Charities Act 2009, has the Board made sure the group is registered with the Charities Regulatory Authority and that the organisation complies with all associated regulations? |  | X |  | Organisation is not a Charity – See Comply and Explain Form |
| 2.1 (c) | If the organisation is a charity does the organisation display the official ‘registered charity number’ (if the organisation has one) on all public documentation including website, emails, headed paper and so on. |  | X |  | Organisation is not a Charity – See Comply and Explain Form |
| 2.1 (d) | Has the Board decided if the organisation would like to have ‘charitable tax exemption’ for the group (that is a CHY number) and or a Charities Regulator Authority (CRA) number?  If so, have the Board applied to the Revenue Commissioners Charity Section for a CHY number and/or CRA number and make sure your organisation complies with any associated regulations? | X |  |  | Board minute (Insert Date)  Evidence of application to Revenue for CHY number |
| 2.1 (e) | Has the Board invited and reviewed reports on legal and regulatory compliance and made sure that any issues that have been identified from time to time have been dealt with promptly? | X |  |  | Elements are regularly incorporated into Board Work Programme (Board Work Programme Template available on Sport Ireland website)   * *Annual Update on Governance Code Compliance (*Insert Dates) * *GDPR compliance Update provided to Board in (*Insert Dates) * *Child safeguarding update (*Insert Dates) |
| 2.1 (f) | Has the Board made sure there is a Safety Statement, which identifies the person responsible for health and safety in the organisation? |  |  |  | Safety Statement approved by Board in (Insert Date)  *See Safety Statement and Board Minute.* |
| 2.1 (f) | Has the Board invited and reviewed reports on any health and safety matters that arise? |  |  |  | Health & Safety incidents are reported to the Board and the Audit & Risk Committee via a Risk Incident Log twice annually.  *Board Minutes (Insert Dates)*  *Risk Incident Log as presented to Board on (Insert Dates) and associated minutes* |
| 2.1 (g) | Has the Board made sure policies regarding:   * employment; * equality; and * data protection   are in place? |  |  |  | Board review and approve policies in these areas.  *See policies and Board minutes of ( Insert Date)* |
| 2.1 (h) | Has the Board made sure that   * contact details of stakeholders are kept with their permission in a safe place. * Contact details are not given to someone outside the group without the stakeholder’s consent. * unnecessary personal information is not kept. * the organisation complies with data protection legislation? |  |  |  | This is captured as part of the organisation’s data protection policy which was approved by the Board on x date.  *See Data Protection policy and Board minute from (*Insert Dates) |
| 2.1 (i) | Has the Board made sure other policies are in place to comply with other relevant law (for example, child protection)? |  |  |  | Board regularly review and receive reports on legal and regulatory requirements   * Child safeguarding – *(*Insert Dates) * Data Protection – *(*Insert Dates) * Governance Code for Sport – *(*Insert Dates)   The organisations own internal audit examined compliance with the Governance Code in 2020. |
| 2.1 (j) | Has the Board made sure that the organisation complies with the terms and conditions of public or private grants received, including governance requirements? |  |  |  | We sign contracts/ SLAs/MoUs (agreements) with a range of funders whether from state or private sources for example the Board review the Sport Ireland Terms and Conditions of Grant Funding prior to approving them for signature.  The Board also review the External Auditor letter confirming that all Sport Ireland funding was expended for the purposes intended.  *See Board minutes (*Insert Dates)  *See External Auditor letter- (*Insert Dates)*.*  *List of currently signed funding agreements with their commencement and completion dates* |

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| **Principle:** | **2. Exercising control over our organisation.** | | | | |
| **Sub-Principle** | **2.2 Making sure there are appropriate internal financial and management controls.** | | | | |
|  | **Recommended Board Actions** | **Does Your Organisation Comply with this practice?** | | | **Evidence of Compliance/Explanation** |
| **Yes** | **No** | **N/A** |
| 2.2 (a) | Has the Board overseen income, expenditure, cash-flow and investments? |  |  |  | Finance a standing item on Board agenda. Written Financial update provided to the Board at every meeting.  See Board Papers and minutes of Board meetings from *(*Insert Dates) |
| 2.2 (b) | Has the Board considered whether production of accounts according to a best practice standard, for example the charity SORP (Statement of Recommended Practice), is appropriate for your organisation?  Has the Board signed-off on yearly audited accounts? |  |  |  | Board reviews and signs off yearly accounts following audit prior to filing with CRO and submission to Sport Ireland.  *See Board minutes* from *(*Insert Dates) |
| 2.2(c) | Has the Board agreed and put in place appropriate financial management procedures, systems and controls? |  |  |  | Financial policies and procedures reviewed and approved by the Board every two years at a minimum.  *Financial policies and procedures and Board minute from (*Insert Dates) *approving same.* |
| 2.2 (d) | Has the Board agreed the level of financial authority given to CEO, finance sub-committee and senior staff? |  |  |  | Defined in Schedule of delegated Matters[[6]](#footnote-6) reserved for the Board as approved by the Board in xxx.  *Schedule of delegated Matters +Board Minute of Insert Date* |
| 2.2 (e) | Has the Board appointed an audit committee of three or more directors, with at least one of this committee having recent and relevant financial experience? |  |  |  | Yes.  *See Terms of Reference[[7]](#footnote-7) and ARC Committee minutes where the Board approved the appointment of Director noting the recent and relevant financial experience* |
| 2.2 (e) | Has the Board approved written terms of reference that describe the role of the audit committee and its responsibilities? |  |  |  | Yes.  *See Audit Committee Terms of Reference[[8]](#footnote-8) and Board approval in minute of (*Insert Dates) |
| 2.2 (e) | Are the terms of reference for the audit committee on the organisation’s website? |  |  |  | Yes  See link below*. Xxxx.ie* |
| 2.2 (e) | Has the Audit Committee fulfilled its role as set out in paragraph 2.2(e) of the guidance document (available [here](https://www.sportireland.ie/sites/default/files/media/document/2020-12/the-governance-code-for-sport-a-guide.pdf))? |  |  |  | Yes.  *Audit Committee Work Programme 2021[[9]](#footnote-9)*  *Minutes of Audit & Risk Committee 2021* |
| 2.2 (e) | Does the organisation’s annual report include a description of the audit committee’s work? |  |  |  | Yes.  *See Annual report Section 7 (hyperlink)* |

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| **Principle:** | **2. Exercising control over our organisation.** | | | | |
| **Sub-Principle** | **2.3 Identifying major risks for our organisation and deciding ways of managing the risks.** | | | | |
|  | **Recommended Board Actions** | **Does Your Organisation Comply with this practice?** | | | **Evidence of Compliance/Explanation** | |
| **Yes** | **No** | **N/A** |
| 2.3 (a) | Has the Board has completed a full risk assessment during the year involving regularly updating a risk register that allowed for:   * identifying and understanding the risks facing the organisation; * assessing and mitigating against the risks to ensure they are within the organisation’s risk appetite as set by the board; and * ensuring the process’s accountability and resources are in place to manage the organisation’s exposure to risk? |  |  |  | Risk Register is updated by the Executive and presented to the Board for review and approval twice annually.  *See Risk Management Policy[[10]](#footnote-10),Risk Register and Board minute of October 2020 and March 2021*. |
| 2.3 (b) | Has the Board delegated the responsibility of making sure there are appropriate levels of insurance and other risk treatments in place, and invited and reviewed a report during the year? |  |  |  | Incorporated into CEO Role and responsibilities  Written Update provided by CEO to Board annually. An independent assessment is carried out every second year to see if the range and nature of the organisation’s insurance policies are comprehensive and represent good value for money.  *See CEO report & Board minutes of September 2020. Independent report from insurance brokers.* |
| 2.3 (c) | If your organisation owns property or any assets, has the Board made sure that legal ownership is in the name of the organisation and that the community interest is protected if the organisation closes?  Has the Board taken legal advice if necessary? |  |  |  | This is covered in financial policies and procedures which have been reviewed by organisations legal advisors.  *Financial policies and procedures – Board minutes – February 2020*  *Redacted version of legal advice.* |
| 2.3 (d) | Has the Board delegated the responsibility of developing, testing and updating business continuity plans to the CEO (to help to minimise disruption of services in a crisis)? |  |  |  | Incorporated as part of CEO’s roles and responsibilities.  Business Continuity Plan reviewed by the Board every two years  *CEO roles and responsibilities document as approved by Board.*  *Minutes of Board Meeting of (Insert Date)* |

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| **Principle:** | **3. Being transparent and accountable.** | | | | | |
| **Sub-Principle** | **3.1 Identifying those who have a legitimate interest in the work of our organisation (stakeholders) and making sure there is regular and effective communication with them about our organisation.** | | | | | |
|  | **Recommended Board Actions** | **Does Your Organisation Comply with this practice?** | | | **Evidence of Compliance/Explanation** |
| **Yes** | **No** | **N/A** |
| 3.1 (a) | Has your Board identified your key stakeholders and decided how the organisation will communicate with them? |  |  |  | Yes – identified in Communications Strategy[[11]](#footnote-11)[[12]](#footnote-12).  *Communications Strategy as approved by Board (Insert Date).* |
| 3.1 (b) | Has the Board appointed an agreed spokesperson for the organisation? |  |  |  | Board members Code of Conduct[[13]](#footnote-13) clarifies that Chair speaks for the Board. CEO is the spokesperson for the Executive.  *Board members Code of Conduct as approved by Board. CEO Roles and responsibilities.* |
| 3.1 (c) | Has the Board ensured that the organisation’s annual report and accounts are widely available and easy to access on the organisation’s website and elsewhere? |  |  |  | Yes  *Hyperlink* |
| 3.1 (c) | Has the Board, in its annual report identified the:   * chair; * the deputy chair (where there is one); * the CEO; * any other members of the board and the chairs of subcommittees; and * progress during the year against your strategic objectives? |  |  |  | Yes  *See annual report page 7 & 11 hyperlink* |
| 3.1 (c) | Does the annual report set out the number of meetings of the board and individual attendance by directors as well as the number of sub-committee meetings and attendance by members? |  |  |  | Yes  *See Section 2 of annual report hyperlink* |
| 3.1 (d) | Does the Board invite and review reports from CEO on compliance with reporting requirements of relevant regulators and funders (for example, Companies Registration Office, the Charity Regulator and the Regulator of Lobbying if appropriate)? |  |  |  | CEO provides update twice annually on Sport Ireland reporting process – End Year and mid- year.  Board updated annually on compliance with Governance Code for Sport.  *See Board updates and minute of Board meeting from June and November 2020.* |
| 3.1 (e) | Does the Board make sure that the AGM is held in line with your governing document? |  |  |  | Yes  *Constitution.*  *Notice and minutes of AGM 2020 & 2021* |
| 3.1 (e) | Has the Board ensured that there is a communications strategy in place to keep members and stakeholders informed? |  |  |  | Yes.  Communications Strategy in place.  *Update on Strategy provided to the Board annually. See update and Board minutes from November 2020* |
| 3.1 (f) | Has the Board made sure all the codes and standards of practice to which the organisation subscribes are publicly stated and available? |  |  |  | Public Statement of Compliance for Governance Code available on website.  Organisation’s Code of Conduct available on website  See Hyperlink |
| **Principle:** | **3. Being transparent and accountable.** | | | | | |
| **Sub-Principle** | **3.2 Responding to stakeholders’ questions or views about our organisation’s work and how we run it.** | | | | | |
|  | **Recommended Board Actions** | **Does Your Organisation Comply with this practice?** | | | **Evidence of Compliance/Explanation** |
| **Yes** | **No** | **N/A** |
| 3.2 (a) | At AGMs, are stakeholders allowed to express their views about the organisation’s work? |  |  |  | Views of members sought prior to AGM  Media Invites  AGM provides opportunity for questions.  *See minutes of AGM (Insert Date)*  *Standing Orders for AGMS* |
| 3.2 (b) | Has the Board made sure there is a clear way for stakeholders to communicate with the organisation throughout the year? |  |  |  | Contact details of key staff members included on website.  Contact us Section on website.  Contact names given in all communications to ensure ease of on-going communications.  Complaints procedures available on website.  Hyperlink |
| 3.2 (c) | Has the Board invited and reviewed yearly reports on complaints received, and action taken, to make sure that the complaints system is working? |  |  |  | Written update provided to Board annually on complaints & disciplinary process.  Board Update and associated minute from December 2020. |
| 3.2 (d) | Does the Board monitor key stakeholders’ views on the organisation’s reputation and take remedial action when necessary? |  |  |  | This is formally completed as part of the Strategy consultation process and supplemented with regular meetings with key stakeholders.  *Strategy Consultation update presented to Board in (Insert Dates)*  *Updates on engagements with OFI, FIS, Sport NI, Sport Ireland and clubs regularly provided to Board. See CEO report of (Insert Dates)* |

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| **Principle:** | **3. Being transparent and accountable.** | | | | |
| **Sub-Principle** | **3.3 Encouraging and enabling engagement with those who benefit from our organisation in the planning and decision-making of the organisation.** | | | | |
|  | **Recommended Board Actions** | **Does Your Organisation Comply with this practice?** | | | **Evidence of Compliance/Explanation** |
| **Yes** | **No** | **N/A** |
| 3.3 (a) | Has the Board made sure that your stakeholders are consulted during the strategic planning process? | X |  |  | Yes  *Strategy Consultation update presented to Board in (Insert Dates)* |
| 3.3 (b) | Has the Board made sure that stakeholders are appropriately involved in decision-making processes? | X |  |  | Engagement with key stakeholders internally and external on key initiatives i.e. Strategy, Restructuring, HP Plan  Invitation  Athlete sentiment survey issued to High Performance athletes annually |

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| **Principle:** | **4. Working effectively.** | | | | |
| **Sub-Principle** | **4.1 Making sure that our governing body, individual board members, committees, staff and volunteers understand their: role, legal duties, and delegated responsibility for decision-making.** | | | | |
|  | **Recommended Board Actions** | **Does Your Organisation Comply with this practice?** | | | **Evidence of Compliance/Explanation** |
| **Yes** | **No** | **N/A** |
| 4.1 (a) | Has the Board made sure the board induction process includes an overview of:   * the organisation’s strategic objectives; * the role of the board and individual board members; * the organisation’s finances and funding model; * the Governance Code and the organisation’s governing document; * the letter of appointment for new board members; and * other board specific policies? |  |  |  | Yes.  See agenda for Board induction meeting on xxx, induction presentation slides, letter of appointment and induction pack. |
| 4.1 (b) | Has the Board made sure that board members understand that while they were nominated by a particular group, they must not act as a representative of that group in acting as a board member. Instead, they should promote the aims of the organisation in line with its governing document? |  |  |  | Yes -Conflicts of interest and conflicts of loyalty[[14]](#footnote-14) covered extensively as part of induction process and Board members Code of Conduct.  *Signed declaration received from Board members confirming adherence and understanding of Code of Conduct, Letters of Appointment reference same.* |
| 4.1 (b) | Has the Board made sure that Board members at all times respect board confidentiality? |  |  |  | Terms of Reference highlights the principles the Board operates one of which is confidentiality. Code of Conduct highlights confidentiality  *Board Terms of Reference, Board members Code of Conduct.* |
| 4.1 (c) | Has the Board appointed a sub-committee with a governance remit to do a yearly review of:   * board roles; * the board’s terms of reference; * membership of board and sub-committees; and your organisation’s adherence to the Governance Code’s recommended practices? |  |  |  | Governance sub- committee established and approved by Board  Governance committee Terms of Reference.  Minutes of Governance sub-committee ( Insert Date)  Minutes of the Board meeting considering updates from Governance Committee (April & November 2020) |
| 4.1 (d) | Has the Board made sure there is a copy of the schedule of matters reserved to the board in the board handbook? |  |  |  | Yes included as part of induction pack.  *Board member induction pack and Governance Handbook.* |
| 4.1 (e) | Has the Board made sure there is a written statement of the division of responsibilities between the Board and CEO including the CEO’s delegated authorities? |  |  |  | Yes.  *Schedule of Matters reserved for the Board forms part of Board Handbook alongside CEO Roles & Responsibilities.* |
| 4.1 (f) | Has the Board made sure that board members do not interfere in duties properly delegated to staff? |  |  |  | Documented as part of Board Members Code of Conduct.  *Signed Board members Code of Conduct.* |
| 4.1 (g) | Has the Board made sure newly appointed board members sign a code of conduct and terms of reference setting out their ‘fiduciary duties’? |  |  |  | Yes.  *Signed Board members Code of Conduct held on file by Secretary.* |

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| **Principle:** | **Principle 4. Working effectively.** | | | | |
| **Sub-Principle** | **4.2 Making sure that as a board we exercise our collective responsibility through board meetings that are efficient and effective.** | | | | |
|  | **Recommended Board Actions** | **Yes** | **No** | **N/A** | **Evidence of Compliance/Explanation** |
| 4.2 (a) | Has the Board made sure that it (i.e. the board) meets regularly and in line with your governing document? |  |  |  | Yes  Board Work Programme and schedule of meetings for 2021.  Minutes of Board meeting available – There were 10 Board meetings in 2021. |
| 4.2 (b) | Does the chairperson and CEO agree the agenda of board meetings? |  |  |  | Yes.  Board Standing Orders  Emails from CEO to Chair agreeing agenda |
| 4.2 (c) | Has the Board made sure that the agenda, minutes of last meeting and reports or papers outlining proposals are sent before meeting in an accurate, timely and clear manner? |  |  |  | Yes circulated 6 days in advance of meeting in line with Standing Orders.  Board satisfaction with same is assessed as part of Board Effectiveness Review.  *Email from Secretary to Board members.*  *Board Standing Orders*  *Board effectiveness review[[15]](#footnote-15)* |
| 4.2 (d) | Has the Chairperson ensured:   * board meetings run to time; * enough time is allowed for discussion; * maximum participation of board members; * adequate information is available; and * that decisions are made and implemented? |  |  |  | Board satisfaction with same is assessed as part of Board Effectiveness Review  *Results from Board effectiveness review.* |
| 4.2 (e) | Do board minutes follow a consistent and standard practice? |  |  |  | Yes  *Sample of Board minutes available* |
| 4.2 (f) | Has the Board made sure that individual board members have reasonable access to independent professional advice (for example, financial or legal advice) where they think it necessary to fulfil their responsibilities? |  |  |  | Yes  *Included in Board Terms of Reference and protocol available in Board Handbook* |

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| **Principle:** | **4. Working effectively.** | | | | |
| **Sub-Principle** | **4.3 Continually reviewing board recruitment, development and retirement processes to ensure relevant competencies are in place to realise the organisation’s objectives.** | | | | |
|  | **Recommended Board Actions** | **Yes** | **No** | **N/A** | **Evidence of Compliance/Explanation** |
| 4.3 (a) | Have the Board agreed a yearly board review process which should include, but not be limited to, an assessment of the effectiveness of:   * the board as a whole; * the chair; * individual board members; * committees including structure, size, and charters; and * director training; and * recruitment plans.   as per with paragraph 4.3(a)  of the guidance document (available [here](https://www.sportireland.ie/sites/default/files/media/document/2020-12/the-governance-code-for-sport-a-guide.pdf))? |  |  |  | Board effectiveness[[16]](#footnote-16) review is completed annually.  The results are discussed by the Board and actions agreed.  *See results of Board effectiveness review.*  *Board minute of January 2021*  *Review of actions – Minutes of June 2021* |
| 4.3 (b) | Has the Board agreed a board succession plan that will ensure that future recruitment:   * meets the need for a mix of skills and experience identified in the annual competency gap-analysis; * embraces the board’s diversity and ethical culture; and * sets director term limits to ensure board renewal cycles? |  |  |  | Board succession plan agreed. Term limits have been documented and agreed.  Independent Directors recruited to fill some skills gaps.  Minute of Board meeting April 2021 (Discussion on succession planning)  Advert for independent Directors  Constitution which indicates Term limits |
| 4.3 (b) | Has the Board considered the extent to which your board is made up of member representatives, beneficiaries or external representatives to avoid loyalty dilemmas and decide what the best mix is? |  |  |  | The Board consider the make-up of the Board as part as part of the annual Board effectiveness review.  *Board effectiveness review and follow-on actions*  *Constitution of organisation sets out make-up of Board.* |
| 4.3 (c) | Has the Board agreed and put a comprehensive induction programme in place for new board members, making sure new members develop a clear understanding of their roles and responsibilities including compliance with the principles of this Governance Code? |  |  |  | Formal induction process is in place for all new Board members  See agenda for induction meeting, induction pack, induction presentation slides, letter of appointment |
| 4.3 (c) | Has the Board agreed a skills development programme to fill gaps in the new board members’ competencies needed for their role? |  |  |  | Training provided to new Board members via Sport Ireland’s Gov-Enhance Programme and internal provider.  Induction letter offers supports for the ongoing professional development of new board members.  *Training record of Board members held by Secretary.*  *Induction Letter* |
| 4.3 (d) | Has the Board provided appropriate training for board members to fill any competency gaps? |  |  |  | Training provided to Board members via Sport Ireland’s Gov-Enhance Programme and internal provider.  Induction letter offers supports for the ongoing professional development of new board members.  *Training record of Board members held by Secretary.*  *Induction Letter*  *Emails to Board members offering training* |

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| **Principle:** | **5. Behaving with integrity.** | | | | |
| **Sub-Principle** | **5.1 Being honest, fair and independent.** | | | | |
|  | **Recommended Board Actions** | **Yes** | **No** | **N/A** | **Evidence of Compliance/Explanation** |
| 5.1 (a) | Has the chair led the board in developing an ethical culture in line with the values of the organisation? |  |  |  | Statement on desired Board culture within Board Terms of Reference  Board members Code of Conduct establishes the culture, values and behaviour.  Board minutes ( Insert Date)  Board Terms of Reference  Board Code of Conduct |
| 5.1 (b) | Has the Board developed and agreed a code of conduct for board members that outlines the expected standards of behaviour and what happens if they are not met? |  |  |  | Documented within Board members Code of Conduct as approved by Board on xx |
| 5.1 (c) | Does the code of conduct gives clear guidelines on the receipt of gifts or hospitality by board members? |  |  |  | Documented within Board members Code of Conduct as approved by Board on xx |
| 5.1 (d) | Do all board members sign a commitment to the code when they are appointed? |  |  |  | Signed declaration received from new Board members held on file by Secretary |
| 5.1 (e) | Is the Board satisfied that arrangements are in place to review your code every three years to ensure it meets developing ethical standards expected by stakeholders and society? |  |  |  | Policy schedule held by Board secretary which indicates that policies are reviewed every three years by the Board. These are incorporated into Board work programme.  *Policy schedule and minutes of Board meeting that demonstrate compliance with this schedule. (February, May, November 2020 , March 2021)* |
| 5.1 (f) | Is the Board fair, by consistently applying the same ethical standards to every person and situation? |  |  |  | Statement on the principles that underpin Board operations included in Board Terms of Reference. |

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| **Principle:** | **5. Behaving with integrity.** | | | | |
| **Sub-Principle** | **5.2 Understanding, declaring and managing conflicts of interest and conflicts of loyalties.** | | | | |
|  | **Recommended Board Actions** | **Yes** | **No** | **N/A** |  |
| 5.2 (a) | Has the Board held a discussion about the issues of ‘conflict of interest’ and ‘conflict of loyalty.’, and developed a policy on each of these? |  |  |  | Yes – Minutes of Board meeting in (Insert Date)  Policies approved by Board in (Insert Date). See minutes of meeting. |
| 5.2 (b) | Does each board member (and anyone else present) tell the board if they believe they have a conflict of interest on a matter to be decided on at a meeting, and leave when the board is discussing or deciding on that matter (unless the board decides otherwise)? |  |  |  | Yes – where relevant.  See minutes of Board meeting in April 2020 where a declaration of interest was made. |
| 5.2 (b) | Are conflicts of interest recorded in the minutes? |  |  |  | Yes –Declaration of Conflict of Interest a standing agenda item at all Board meetings.  *Board minutes.* |
| 5.2 (c) | Has a register of directors’ interests been established and updated each year? |  |  |  | Yes maintained and reviewed by Secretary.  *Register – held on file by Secretary*. |
| 5.2 (c) | Do board members notify the board of any relevant changes in their interests when they happen, and are these recorded in the minutes? |  |  |  | Incorporated into Conflict of Interest Policy. Hasn’t been an issue to date  *Board members Code of Conduct.* |
| 5.2 (d) | Does the board induction process include information and policies about conflicts of interest and conflicts of loyalty? |  |  |  | This is part of the Board induction process.  Email sent to new Board members in February 2021 following their appointment.  Board Induction Pack – Conflict of Interest/Loyalty Policy |
| **Principle:** | **5. Behaving with integrity.** | | | | |
| **Sub-Principle** | **5.3 Protecting and promoting our organisation’s reputation.** | | | | |
|  | **Recommended Board Actions** | **Yes** | **No** | **N/A** |  |
| 5.3 (a) | Has the Board made sure that all board members understand their responsibility to act as champions for the group by promoting its work and reputation? |  |  |  | Included in Board members Code of Conduct and highlighted as part of the induction process.  See induction presentation slides, letter of appointment and Board members Code of Conduct. |
| 5.3 (b) | Does a formal policy ~~the code of conduct~~ clarify that board members have a duty to maintain the confidentiality of board meetings? |  |  |  | Yes – Board members Code of Conduct covers duty of confidentiality.  *Board members Code of Conduct* |
| 5.3 (c) | Has the Board made sure that the safeguarding and promoting of the organisation’s reputation is dealt with in the communications and risk management strategies? |  |  |  | Yes.  *Risk Management Policy and Communications Plan. Board minutes approving same on xxx*. |

1. To make it easier for you to read the recommended practices, we have used the words ‘board’ and ‘board member’ instead of ‘governing body’ and ‘member of the governing board’. If your organisation is not a company limited by guarantee, it will not have board members. In this case, the words will refer to the management committee, co-ordinating committee, governing body, trustees, council, committee core group or other relevant structure which makes the final decisions for your organisation. The practices stay the same. CEO is understood to be the most senior employee of the organisation. [↑](#footnote-ref-1)
2. <https://www.sportireland.ie/sites/default/files/media/document/2021-04/work-programme-board-committees.docx> [↑](#footnote-ref-2)
3. <https://www.sportireland.ie/sites/default/files/media/document/2021-04/board-terms-of-reference.docx> [↑](#footnote-ref-3)
4. https://www.sportireland.ie/sites/default/files/media/document/2021-04/ceo-role-and-responsibilities.docx [↑](#footnote-ref-4)
5. https://www.sportireland.ie/sites/default/files/media/document/2021-04/ceo-role-and-responsibilities.docx [↑](#footnote-ref-5)
6. <https://www.sportireland.ie/sites/default/files/media/document/2021-04/reserved-schedule-of-matters.docx> [↑](#footnote-ref-6)
7. <https://www.sportireland.ie/sites/default/files/media/document/2021-04/audit-risk-committee-terms-of-reference.docx> [↑](#footnote-ref-7)
8. <https://www.sportireland.ie/sites/default/files/media/document/2021-04/audit-risk-committee-terms-of-reference.docx> [↑](#footnote-ref-8)
9. <https://www.sportireland.ie/sites/default/files/media/document/2021-04/work-programme-board-committees.docx> [↑](#footnote-ref-9)
10. <https://www.sportireland.ie/sites/default/files/media/document/2021-04/risk-management-policy.docx> [↑](#footnote-ref-10)
11. <https://www.sportireland.ie/sites/default/files/media/document/2021-08/communications-plan.docx> [↑](#footnote-ref-11)
12. <https://www.sportireland.ie/sites/default/files/media/document/2021-08/stakeholder-engagement.docx> [↑](#footnote-ref-12)
13. <https://www.sportireland.ie/sites/default/files/media/document/2021-05/board-code-of-conduct.docx> [↑](#footnote-ref-13)
14. <https://www.sportireland.ie/sites/default/files/media/document/2021-05/conflict-of-interest-policy.docx> [↑](#footnote-ref-14)
15. <https://www.sportireland.ie/sites/default/files/media/document/2021-05/board-effectiveness-questionnaire.docx> [↑](#footnote-ref-15)
16. <https://www.sportireland.ie/sites/default/files/media/document/2021-05/board-effectiveness-questionnaire.docx> [↑](#footnote-ref-16)