

# GOVERNANCE FRAMEWORK

## Volume 2.

A guide for Board Members,  
Co-ordinators and staff of  
Local Sports Partnerships



**APPENDICES  
AND  
NOTES  
22 DECEMBER 2020**

# Governance Framework Templates for LSPs

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# 1. LSP Board Terms of Reference

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Laois Sports Partnership was established on 17<sup>th</sup> August 2001 and is a company limited by guarantee and incorporated in Ireland under the Companies Act 2014. The LSP registered office is Portlaoise Leisure Centre, and the company registration number is 346789. The main object of the LSP is to enable the ongoing development of quality sporting and active recreational opportunities throughout its area in an environment that promotes healthy lifestyles, maximum participation, and achievement.

The Company has adopted a corporate governance regime in accordance with good practice and in compliance with the Sport Ireland, Sports Governance Code/ CVC Code.

The purpose of this document is to set out the terms of reference of the Board of the LSP. These terms of reference were approved by the Board in May 2021 and are effective from that date.

## 1. Membership

The Board shall be comprised of X members who are appointed in line with the process for appointment set out in its constitution. The composition of the Board includes; representatives from local authorities etc. .... to ensure an appropriate diversity and skill mix in Board members. Provided there is a quorum of x; the Board may act notwithstanding one or more vacancies amongst its members.

- While the terms of Board members nominated by the local authority runs concurrently with the term of each new Local Authority Council –i.e., a five-year term, the term for other members is in accordance with the constitution. The precise starting and ending of members' terms are maintained by the Company Secretary.
- While there is no legal requirement that specifies a maximum number of terms which individual Board members should serve, good corporate governance practice suggests an upper limit of two full terms, or a maximum of 8/10 years, of appointment on a Board.
- The chairperson of the Board shall be elected from amongst the members of the Board, by the Board, in line with the constitution. The chairperson shall hold office for one term as chair.

- In the absence of the chairperson, if there is a deputy chairperson, they shall chair the meeting. If there is no deputy Chairperson or a deputy chairperson is not present, then the remaining members present shall elect one of their number to chair the meeting.
- In general, only members of the Board have the right to attend Board meetings. However, the CE (although they will not be a member of the Board will ordinarily be invited to attend and take part in discussions at meetings (although not vote)). Furthermore, the sports co-ordinator must attend any meeting of the Board if requested to do so having regard to the due performance of his or her functions. Other individuals such as external advisers or staff members may be invited to attend for all or part of any meeting, as and when appropriate as necessary.

## 2. Secretary of the Board

- The CE is required to assist the members of the Board in the performance of their functions in such a manner as those members may require.
- The CE (and his/her staff) will provide the secretariat function to the Board and should support the Board in the exercise of its functions and should provide administrative and other supports to the Board and to the chairperson in carrying out his/her role.
- The Secretariat role includes: -
  - Ensuring that the Board receives information and papers in a timely manner to enable full and proper consideration to be given to the issues and;
  - Responsibility for the formal induction of new members of the Board and organising mentoring for Board members where required.

### 3. Quorum – Meetings Procedure

- A quorum of x is required for a meeting of the LSP as per the constitution. A duly convened meeting of the Board at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Board.
- There is an expectation of 100% attendance at all Board meetings. Records of attendance of Board meetings are maintained and will be made available to nominating bodies should re-appointment of an existing Board member be proposed.
- Every decision taken at a Board meeting shall be determined by a majority of the votes of the members present and voting on the question, and in the case of an equal division of votes the Chairperson of the meeting shall be given a second or casting vote save where the question is the election of the chairperson of the Board.
- Subject to any specific legal requirements, the Board shall regulate, by standing orders or otherwise, the procedure to be observed and the business to be transacted at its meetings.
- Whenever a meeting of the Board is abandoned owing to failure to obtain a quorum, the names of the members attending at the time and place appointed for such meeting shall be recorded and they shall, for all purposes, be deemed to have attended a duly constituted meeting.

### 4. Frequency of Meetings

- The Board should meet sufficiently regularly to discharge its duties effectively, subject to a requirement to hold at least six meetings per annum.
- The Board should be supplied in a timely manner with information in a form and of a quality appropriate to enable it to discharge its duties.

## 5. Notice of Meetings

- Meetings of the Board shall be summoned by the Secretary of the Board at the request of the chairperson of the Board.
- Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed, shall be forwarded to each member of the Board and any other person required to attend no later than seven days before the date of the meeting. Supporting papers shall be sent to Board members and to other attendees as appropriate, at the same time.

## 6. Minutes of Meetings

- Minutes of each meeting must be prepared and circulated to Board members for approval, and minutes should be published on the website.
- The Board meetings are held in private, and there would be an expectation that the Board would meet in private sessions occasionally, without the co-ordinator or staff present. In such cases, the minutes should record the nature of the item being discussed.
- The Board should have in place a procedure for recording the concerns of Board members that cannot be resolved, expressed at a Board meeting, in the minutes.
- The Secretary of the Board shall minute the proceedings and resolutions of all meetings of the Board, including recording the names of those present and in attendance.

## 7. Duties: General Principles

- The Board is collectively responsible for leading and directing the LSP.
- The Board must perform and not delegate matters as outlined in the "Schedule of Matters" as approved by the Board on x.
- The co-ordinator is the accountable person to the Board for the delivery of its strategic plan and operational priorities.

Without prejudice to the above, the Board also has the following duties:

### **Overseeing the Staff**

The Board is responsible for ensuring oversight over the CE to account for the effective performance of his/her functions in the management of the LSP, in accordance with the funding agreements and the strategic plan and priorities.

### **Setting the Strategic Direction and reviewing progress**

The Board is responsible for setting the strategic direction of the LSP and for reviewing organisational progress against strategy (this includes receiving performance reports on the progressing of key issues along with clear and measurable indicators and targets). This duty also incorporates adopting a process for setting strategy, including stakeholder engagement and interaction.

### **Keeping up to date on strategic issues and changes affecting the LSP**

The Board shall keep itself up to date and fully informed about strategic issues and changes affecting the LSP and the environment in which it operates.

### **Monitoring organisational performance**

As part of its oversight and monitoring role, the Board will discuss and agree on the performance measures and indicators as well as other financial and non-financial information that it requires to monitor the performance of the LSP. The performance oversight will be set in the context of the strategic plan and annual plan, funding agreements and/or budget.

The Board should agree and formalise a review of the strategy to be scheduled periodically to consider its fitness for purpose or whether aspects need to be revisited in the context of local circumstances or new or updated government policy or other changes occurring.

### **Overseeing the financial governance of the LSP**

Ensuring it has visibility on the overall financial performance and financial position at any juncture is a key duty of the Board. This will necessitate relevant and timely information on the current income and expenditure and cash-flow positions. The Board shall satisfy themselves that systems of control are robust, and in this context, the Board will be supported in this role by the committees.

### **Annual Plans and Budgets**

The Board should approve an annual plan and / or budget and should formally undertake an evaluation of actual performance by reference to the plan and / or budget on an annual basis.

### **Annual Report and Financial Statements**

The Board is responsible for the preparation and adoption of the annual report and financial statements in accordance with the accounting standards and formats for the sector as well as the requirements set by the CRO.

### **Chairperson's report**

Together with the annual report and financial statements, a chairperson's statement and a board governance report will be included in the annual report.

### **Audit, Governance, and Risk Management**

The Board maintains responsibility for and makes the final decisions on all of these areas. The Board has responsibility for ensuring that effective systems of internal control (including financial, operational and compliance controls and risk management) are instituted and implemented, and the Board should review the effectiveness of these systems annually. The Board will be supported in this role by the work of the Finance, Audit and Risk Committee and internal audit. The Board should set the risk appetite for the organisation, approve the risk management policy, the risk management framework, and monitor its effectiveness. The Board should review material risk incidents (including near misses) and note or approve management's actions, as appropriate.

### **Ensuring that legal, regulatory, and governance obligations are adhered to**

The Board is responsible for ensuring that legal, regulatory, and governance obligations are adhered to. The Board should satisfy itself that all such obligations are identified and made known to it. If a Board member finds evidence that there is non-compliance with any statutory obligations that apply to the LSP, he /she should bring this to the Board attention.



## **Public Procurement**

It is the responsibility of the Board to satisfy itself that the requirements for public procurement are adhered to.

## **Corporate Governance generally**

The Board shall keep under review corporate governance developments (including ethics-related matters) that might affect the LSP with the aim of ensuring that the LSP's corporate governance policies and practices continue to be in line with best practice, including the Sport Ireland Governance Code.

## **Ethics**

The Board is responsible for behaving in accordance with the highest standards of ethics and ensuring they operate in compliance with Conflicts of Interest procedures, Gift and Hospitality policy, Ethics obligations, the obligation to keep information confidential as other obligations as set out in the board member code of conduct.

## **Fiduciary Duty**

All Board members have a fiduciary duty to the LSP in the first instance (i.e., the duty to act in good faith and in the best interests of the company). The principle fiduciary duties owed by Board members are set out in the Companies Act 2014.

## **Monitoring and assessing its own performance and that of its committees**

The Board should evaluate its own performance and that of its committees (this should include the identification by the Board of any gaps in competencies and ways these gaps could be addressed). It would be good practice to carry this evaluation out on a regular basis. A Board Self-Assessment Evaluation Questionnaire and other options for the evaluation are available. The chairperson should act on the results of the performance evaluation by addressing any weakness identified through the Board self-assessment evaluation. At least annually, as part of its monitoring of performance, the Board should consider and approve the annual work programmes of its committees.

## **Board Committees**

The Board may, from time to time, establish such committees of the Board as are necessary to assist it in the performance of its duties and to assist the Board in discharging its functions.

- A Committee of the Board should have written Terms of Reference provided by the Board, and the Board should agree on the intervals within which these terms of reference should be reviewed by the Board and updated as appropriate.
- The Terms of Reference for the Committees should provide that it is a function of the Board to appoint chairpersons and members of Committees.
- The Board Committees shall provide regular reports to the Board.
- All protocols concerning the operation of the Board shall be applied to the Committees.

## **Induction**

The Board shall ensure that on appointment, Board members receive a formal letter of appointment setting out clearly what is expected of them in terms of time commitment, committee service, and involvement outside Board meetings.

## 8. Reporting Responsibilities

### Reporting to the Board

- The Board shall receive regular reports from the co-ordinator and Board sub-committees. To support this, the Board shall ensure effective accountability and holding to account arrangements are in place and operate as necessary.

### Reporting from the Board

- The Board must comply with all reporting & oversight obligations as required including the provision of an Annual Report and Financial Statements, a Governance Statement, and the chairperson's Statement.
- The Board should ensure that timely and accurate disclosure is made to key funders/stakeholders on all material matters regarding the LSP, including the business context, financial performance and position, and governance of the LSP.
- The Board must report to (and comply with all reporting & oversight obligations to) any bodies they receive funding or assistance from as so required. This may include Sport Ireland and the Local Authorities or other public or statutory bodies.

## 9. Authority

- The Board should, in a Board resolution, lay down formal procedures whereby Board members, in the furtherance of their duties, may take independent professional advice, if necessary, at the reasonable expense of the LSP where they judge it necessary to discharge their responsibilities as Board members.
- The Board is authorised to seek the information it requires from the co-ordinator and staff in order to perform its duties.

### Review

This policy is required to be approved by the Board and reviewed by the Board (at least annually).

*This policy should be read alongside the LSP Governance Framework, policies, and protocols.*

## 2. Schedule of Matters Reserved for the LSP Board

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The Schedule of Matters sets out the functions reserved for and to be exercised by the LSP Board in accordance with legal and regulatory requirements and good governance obligations. These matters typically revolve around matters to be overseen by the Board on an ongoing or periodic basis.

### The schedule of matters reserved include:

1. Entering into arrangements with other entities and organisations including commercial companies, not for profit and public benefit entities, state and public sector bodies, or similar organisations with the overall aim of furthering the objects of the Partnership.
2. In the context of (1) above, reviewing on an annual or other periodic basis or as required, the operation of these arrangements and ensuring the interests of the Partnership continue to be protected and safeguarded.
3. Control and oversight of all arrangements for the maintenance, management, administration, and investment of all the monies and assets of the Partnership
4. Acceptance of donations, gifts of money, land, property, assets, or other benefits upon such trusts and conditions specified by the donor provided that nothing in the conditions is contrary to the rules of the Partnership and legal, regulatory, or governance obligations.
5. Acquisition of land, property, and other significant assets in accordance with the procurement and governance obligations.
6. To make decisions and to act as necessary to further the objects of the Partnership.
7. Recruit and select the CE in accordance with good practice and transparent procedures covering advertising of the position, professional screening and vetting procedures, interviewing arrangements through to selection and ratification by the Board and the offer of the position in accordance with Board agreed contractual terms and conditions.
8. Institute a process for the annual and periodic appraisal and assessment of the performance of the CE.
9. Ratification of the appointment of staff to the Company.

10. Appointing and directing as many committees or working groups as necessary to assist in the performance of its functions and approving / amending the terms of reference of such committees or working groups on at least an annual basis.
11. Institution of a strategic planning process consistent with good governance norms leading to formal approval, by the Board, of the strategic plan following detailed stakeholder engagement within and outside the organisation.
12. Consistent with the strategic planning process, institute a reporting process which allows for the formal examination, review, and consideration of the delivery of targets, outputs, and outcomes on a regular basis and agreement on revisions of the plan priorities as necessary.
13. As part of good financial governance obligations, the Board will:
  - Approve an overall rolling 3-year financial strategy for the Partnership.
  - Discuss and agree on the annual income and expenditure budget and annual cash flow forecast.
  - Receive reports that allow for the monitoring and oversight of the financial and cash flow position on a monthly/quarterly basis and agree on corrective actions as necessary.
  - Approve the annual financial statements and the annual report and disclosures consistent with company law, accounting, and auditing standards, legal, regulatory, and governance obligations.
14. Preparation and publication of a strategic performance report which outlines achievement against strategic priorities, objectives, and targets within the strategic plan, and a regular review of expected outputs, outcomes, and key performance indicators.
15. Appointment of an acting chairperson for meeting in the absence of the chairperson.
16. Convene and hold meetings as necessary for the performance of its duties.
17. Agreed a process for the engagement of independent professional advice as is considered necessary for the performance of its duties.
18. Agreement to the Co-ordinator or other staff members holding offices or positions outside of the Company.

19. Approval of the risk management framework for the LSP and monitoring of its overall effectiveness.
20. Approval for the operation of Bank Accounts in accordance with the Board approved banking / Treasury Management policy.
21. Approval of cheque signatories and related bank mandates and authority levels.
22. Approval of significant disposals of assets and retirement of assets (including land, building, and other assets) of the partnership.
23. Approval for granting of access to property or infrastructure for commercial arrangements with third parties.
24. Approval, where competitive tendering for disposal of assets have taken place and where the highest bid was not accepted.
25. Approval for disposal or sale of assets to staff or connected parties.
26. Approval of the LSP governance policies/ governance manual and ensure that it is updated regularly in response to evolving governance obligations or circumstances arising.
27. Approval of all financial policies, procedures, and protocols, ensuring that they reflect good governance practice and expected norms, and instituting a process to keep these regularly updated and formally reviewed.
28. Putting in place appropriate arrangements that ensures that the Board and staff are not involved in outside employment/ business interests that are in conflict with the interests of the Partnership.
29. Review, consideration, and approval of an annual governance statement and statement on internal control prior to formal sign off by the chairperson.
30. Performing such other functions as are necessary and consistent with the roles and responsibilities as assigned to boards of LSPs.

## Review

This policy is required to be approved by the Board and reviewed by the Board (at least annually).

*This policy should be read alongside the LSP Governance Framework, policies, and protocols.*

### 3. LSP Code of Conduct

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Board members are required to adhere to the code of conduct for Board members of LSP. The code of conduct must be reviewed and signed annually by each member of the Board. The purpose of this Code of Conduct is to set down the general principles and standards, which govern the conduct of Board members, committee members, and staff of the organisation thereby maintaining a high level of public confidence in the activities of the LSP.

The code should set out basic objectives such as the establishment of agreed set of ethical principles, the promotion, and maintenance of confidence and trust, and also the prevention of development or acceptance of unethical practices. This code acknowledges the duty of all Board members, committee members, and staff to conform to highest standards of business and personal ethics.

Board members, committee members, and staff are obliged to comply with statutory and regulatory obligations, agreed policies and procedures, regulations, agreed standards and codes of practice, or standard operating procedures adopted by the organisation.

As it is not possible for this Code of Conduct to provide for every situation which may arise, members and staff must bear in mind that it is primarily their responsibility to ensure that all their activities, whether covered specifically or otherwise in this Code of Conduct, are for the benefit of the organisation and are governed by the ethical considerations implicit in the Code.

## General responsibilities

The Board and individual members must ensure that the organization complies with the legal, regulatory, and governance obligations relevant to the LSP.

The members are expected to attend Board meetings on a regular basis and be prepared by reviewing Board documentation in advance, contribute to the decision-making of the Board, and share collective responsibility for the Board decisions.

The Board has a formal schedule of matters specifically reserved for a decision to ensure conformance with its legal, regulatory, and governance obligations.

Board members are expected to act in the best interests of the organisation at all times and not in a representational capacity.

Board members are encouraged to attend professional, developmental, and related events and keep up to date with legal, regulatory, governance, and management obligations relevant to the operations of the organisation.

Board members are expected to contribute to the work of committees or working groups that may be appointed by the Board from time to time.

## Conflicts of Interest and Conflicts of Loyalty

It is acknowledged that Members contribute their expertise and their unique insights to the Boards decisions. In making such contributions, the member is not acting in a representative capacity but as part of the collective Board and is required to respect the collective decision of the Board on any matter. In the carrying out of their duties, members need to be aware of real or perceived conflicts of interest and conflicts of loyalty.

### Conflict of Interest

#### What is it?

When a Board member's private, business, or professional interests (including that of a relative, partner) compete with his/her duties as a Board member of LSP in a manner which may unduly influence the proper fulfillment of his/her fiduciary duty towards the LSP.



### How to deal with it?

If a Board member has an interest, either direct or indirect, in any contract or arrangement with any organisation or individual proposed to become involved with LSP, **they must declare their interest** at a Board meeting. Where enters into a contract or a financial or professional arrangement with any organisation or individual, and this matter appears before the Board for decision, any Board member who has an interest in or connection with that individual or organisation, either direct or indirect, must declare their interest to the Board.

The Board member must make a statement and answer any questions put to them on the issue by other Board members. Following the statement and answering of questions, the Board member may, by discretion of the majority of the rest of the Board, be asked to leave the room and not vote on the particular issue. Where a question arises as to whether or not a case relates to a conflict of interest of the chairperson, the Board shall decide the question.

LSP has introduced a register of Directors' interests, which is updated annually. Board members are expected to provide information on any potential conflicts of interest/ conflicts of loyalty for inclusion in the register.

### **Conflict of Loyalty**

#### What is it?

A conflict of loyalty arises where a board member may be involved in board decisions and maybe (or perceived to be) potentially influenced by considerations other than the best interests of the organisation.

This might happen when the board member has come onto the Board as a nominee of a particular group, and this situation may cause the board member to think that they should act in the interests of the grouping that nominated them.

## How to manage them?

- Board members will always act in the interests solely of LSP as their board member, rather than acting in the interests of any grouping which nominated me or whom they otherwise represent.
- Board members will declare any conflict of loyalty or any circumstance that might be viewed by others as a conflict of loyalty as soon as it arises.
- Board members will submit to the judgment of the Board and do as it requires regarding potential conflicts of loyalty.
- Conflicts of loyalty may be sufficiently serious to amount to conflicts of interest.

## General principles

### Integrity

The collective responsibility, authority, and confidentiality of the Board should be safeguarded. It is essential that Members conduct themselves and are seen to conduct themselves and all of their activities to the highest possible standard. This requires disclosure by Members of outside employment/business interests in conflict or potential conflict with the business of the organisation.

### Gifts and Benefits

A member must not obtain personal advantage from any person dealing with the organisation.

Specifically, a member must not accept or give any gifts or inducements where the value could appear that the person giving is attempting to influence the member to gain an advantage.

### Information

The Board and individual members are required to respect the confidentiality of sensitive information held by the organisation. They must comply with relevant statutory provisions (e.g., Data Protection legislation, etc.).

Former Board members should treat information received while acting in this capacity as confidential. Board papers remain the property of the Board and should be returned at the cessation of a member's term of appointment or resignation.

## Obligations

The Board and the members are required to comply with all legal and regulatory obligations imposed on it.

Board members should be aware of their duty to conform to the highest standards of personal and professional ethics.

Individual members are expected to act in good faith and in the best interests of the LSP at all times and to support decisions of the Board.

## External Environment

The Board is committed to promoting and preserving the health, safety, and welfare of staff, stakeholders, and those with whom the Board interacts. The Board is responsible for:

- circulation of this Code of Conduct and a policy document on disclosure of interests to all Members for their attention.
- acknowledging receipt and understanding of same; and
- providing guidance and direction on such areas as gifts and entertainment and on other ethical considerations which arise routinely.

## In Summary

### Ethical behaviour

Board members:

- will not personally gain materially or financially from their role as trustee, nor will they permit others to do so as a result of my actions or negligence;
- will document expenses and seek reimbursement according to procedure;
- will not accept gifts or hospitality without prior consent of the chair;
- will use organisational resources responsibly, when authorised, in accordance with procedure.

## **In the boardroom**

- Will strive to embody the principles of leadership in all their actions and live up to the trust placed in me by LSP.
- Will abide by board governance procedures and practices;
- Will strive to attend all board meetings, giving apologies ahead of time to the chair if unable to attend.
- Will study the agenda and other information sent me in good time prior to the meeting and be prepared to debate and vote on agenda items during the meeting;
- Will act independently in a personal capacity in promoting the aims of LSP in line with its governing document;
- Will honour the authority of the chair and respect his or her role as meeting leader;
- will engage in debate and voting in meetings according to procedure, maintaining a respectful attitude toward the opinions of others while making their voice heard;
- Will accept a majority board vote on an issue as decisive and final;
- Will maintain confidentiality about what goes on in the boardroom unless authorised by the chair or Board to speak of it.

## **Enhancing governance**

- Will participate in induction, training, and development activities for trustees;
- Will continually seek ways to improve board governance practice;
- Will strive to identify good candidates for trusteeship and appoint new trustees on the basis of merit;
- Will support the chair in his/her efforts to improve his/her leadership skills;
- Will support the coordinator in his/her executive role and, with their fellow board members, seek development opportunities for him/her.

## **Review**

The Board should consider the Code of Business Conduct as appropriate and approve at a meeting of the Board.

Any proposed revisions to the Code of Business Conduct should be approved at a meeting of the Board.

## Review

This policy is required to be approved by the Board and reviewed by the Board (at least annually).

*This policy should be read alongside the LSP Governance Framework, policies, and protocols.*

## 4. LSP Board Strategy Committee

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### Purpose

The preparation and adoption of a strategic plan for the LSP is a primary responsibility of the Board. The Board has established a Strategy Committee (SC) as a Committee of the Board to support them in fulfilling their responsibilities in relation to the development, implementation, and monitoring of the strategic plan and annual business plans, the monitoring and oversight of key performance indicators and measures. However, the ultimate responsibility for this area rests with the Board, who must fully consider the advice and approve or amend the recommendations from the Committee.

### Membership

- The Committee will consist of x members drawn from the Members, and the Board may appoint external individuals onto the Committee to provide specialist skills, knowledge, and experience. All appointments to the Committee are ratified by the Board.
- The chairperson of the Committee shall be a Board member.
- Some members of the Strategy Committee should have relevant experience in strategy development, and implementation and other members should have experience in the core areas of the LSPs business.
- The Board may co-opt further external members to the Committee to fill skills and expertise gaps.
- Each Committee member will be appointed for a term of x years.
- Final determination on the number of members on the Committee is a decision for the Board.

## Rights

- In discharging its responsibilities, the SC will have unrestricted access to members of management, employees, and relevant information it considers necessary to discharge its duties. The SC will also have unrestricted access to records, data, and reports. The Committee is entitled to receive any explanatory information that it deems necessary to discharge its responsibilities.
- The Committee shall have access to sufficient resources in order to carry out its duties and will be facilitated in this by the Board Secretary or by the executive lead designated to support the committee.
- The Committee may procure and / or avail of specialist ad-hoc advice at the reasonable expense, subject to budgets agreed by the Board, on any matter within its terms of reference.
- The Committee has rights to access to members of the board and other committees to seek information relevant to its functions as per this Terms of Reference.

## Access

In the context of the delivery of its functions, members will have free and confidential access to the chairperson of the Committee.

## Secretary to the Committee

- The Committee will be provided with a secretariat function by a member of the executive.
- The Secretary will ensure that the Committee members receive information and papers in a timely manner to enable full and proper consideration to be given to issues.
- With the support of the chairperson, the Secretary is also responsible for the formal induction of new members of the Committee and organising mentoring for Committee members where required.
- The Secretary, in conjunction with executive leads, will also have a role in facilitating overall co-ordination of the work of the Committees and their reporting to the Board.

## Meetings

- The Committee will meet at least x times a year. The chairperson of the Committee may convene additional meetings, as deemed necessary.
- The chairperson of the Committee together with the executive lead and Secretary will consider and the agenda for the meeting. Members may also propose items for the agenda to the chairperson.
- Notice of each meeting confirming the venue, time and date together with the agenda, minutes of the previous meeting, actions log and relevant papers should be circulated to Committee members and to the extent relevant and necessary to any other person required to attend, five working days in advance of the meeting.
- A minimum of x members of the Committee will be present for the meeting to be deemed quorate.
- The Secretary of the Committee shall minute the proceedings and resolutions of all meetings of the Committee, including recording the names of those present and in attendance.
- As the business of the Committee requires, the co-ordinator and staff may be invited to attend specific meetings or agenda items at the Committee's request.
- The Committee may ask any or all of those who normally attend but who are not members to withdraw to facilitate open discussion of particular matters; and
- The Board may ask the Committee to convene further meetings to discuss particular issues on which they seek the Committee's advice.



## Information Requirements

For each meeting the SC will be provided with:

- A progress report the implementation of key strategic priorities performance summarising:
  - Key performance indicators, targets, milestones, and trend data.
  - Evolving threats and opportunities related to the key priorities.
  - Action plan and significant work planned over the next six months.
- The Committee will be provided with information on the organisation's performance management system and its alignment with the strategic and other business plans, as well as management and staff priorities and work plans.

As and when appropriate, the Committee will also be provided with the corporate risk register incorporating details on principal threats and opportunities in the context of the strategic priorities.

## Duties and Responsibilities

In overall terms, the role of the SC is to provide advice to the Board across a range of its key priority areas, including strategy development and implementation, organisational performance and delivery as follows:

### Strategic and business planning

- Oversee the process for the development, implementation, and monitoring of the strategic plan and annual business plans.
- Institute arrangements for the monitoring and oversight of key performance indicators and measures, including an annual tracker process for reporting purposes.
- The Committee will keep itself up to date and informed about the nature of the environment in which the LSP operates; and changes, trends, and influencing factors of strategic relevance.

### Financial and business strategy

- Providing support to the Board in the formulation and management of a business strategy in the area of commercial activity / income generation and to ensure effective and transparent management in line with corporate objectives and principles.
- In conjunction with the FARC, review and propose changes to the annual financial plan / budget, if necessary.

### Other

- The Committee will work and liaise with all other Committees as necessary.
- The Committee's duties and responsibilities can be amended and updated by the Board as and when required.
- The Committee will work to an annual work programme approved by the Board.
- The Committee will also periodically review its effectiveness (including reviewing its terms of reference) and report the results of that review to the Board.

### **Conflict of Interest**

The process for recording declarations of conflicts of interest of the Committee members will be the same used at Board level. Each member of the Committee will take personal responsibility to declare any potential conflict of interest arising in relation to any items on the agenda for Strategy Committee meetings. The Committee will specify its procedures where a conflict of interest arises in the context of a particular agenda item, including a requirement that the relevant member brings the potential conflict of interest to the attention of the chairperson and, where necessary, leaves the room for the duration of the discussion of the item and does not take part in any decisions relating to the item. Similar arrangements should apply in relation to meeting documentation, with documentation relating to the item not being made available to the member. This should be noted in the minutes of the meeting.

## Confidentiality

The agenda, papers, reports, and documentation provided in the context of the work of the Committee are confidential and will contain sensitive material and information necessary to allow members to carry out their duties. Members and those in attendance, shall not, without the approval of the chair, discuss with or disclose, directly or indirectly, information to third parties.

## Reporting

- At all Board meetings, the Committee will provide an update (including updating the Board on any previous Committee meeting, Committee business, and any recommendations, advice, and any relevant matters that should be brought to the Board's attention). This update is in the form of a written report for those Board meetings subsequent to a committee meeting.
- The Committee must advise the Board between meetings if a matter is urgent and / or serious.
- The Committee shall make a statement and provide an overview of its activities in the Annual Report.
- The Committee will provide the Board with an Annual Report summarising its conclusions from the work it has done during the year, progress with the work programme, and the outcome of its self-effectiveness review. This Report will be timed to support finalisation of the organisation's annual report and financial statements.

## Review

This policy is required to be approved by the Board and reviewed by the Board (at least annually).

*This policy should be read alongside the LSP Governance Framework, policies, and protocols.*

## 5. LSP Board Committee and Working Groups

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### The use of Committees and Working Groups

As outlined in the schedule of matters reserved for the LSP Board<sup>1</sup>, committee and working groups may be established to support the board in the conduct of its activities. The purpose of this note is to discuss how this would operate. To function efficiently and effectively, the Board should agree on procedures for getting through business in a productive and effective way. While maintaining the responsibility and accountability of the Board, as a collective, for decision making, strategy, direction, and performance review, one method of bringing this about, or expediting the business of the Board, is to establish a number of Committees or working groups of the Board to work on particular issues.

For example, the Finance, Audit, and Risk Committee could review of the control environment and governance procedures. Other committees may be used to address particular functions or tasks, e.g., finance, strategy, infrastructure. The committees or working groups can be established as standing committees or with an intended limited lifespan or a sunset clause provision.

All Terms of Reference for Committees and working groups should be approved by the Board and include specific reference to:

1. Purpose.
2. Number of members, skill sets, composition, and quorum.
3. Duration of membership.
4. Meetings and working arrangements.
5. Duties and Responsibilities of the Committee / Working group.
6. Committee process including keeping of minutes.
7. Reporting arrangements to the Board.

It might be anticipated that the Board might use its power to appoint people to Committees who are not board Members<sup>2</sup>

Committees and working groups are advisory to the Board, and their recommendations should be presented to the full Board for consideration, ratification, or amendment.

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<sup>1</sup> Appointing and directing as many committees or working groups as necessary to assist in the performance of its functions and approving / amending the terms of reference of such committees or working groups on at least an annual basis.

<sup>2</sup> This can arise where a particular expertise is not available among the existing board Membership

## Review

This policy is required to be approved by the Board and reviewed by the Board (at least annually).

*This policy should be read alongside the LSP Governance Framework, policies, and protocols.*

## 6. LSP Board Finance, Audit and Risk Committee

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### Purpose

The Board has established a Finance, Audit and Risk Committee (FARC) as a Committee of the Board to support them in fulfilling their responsibilities in relation to good financial governance, financial reporting, risk management and control systems. This includes reviewing the comprehensiveness of assurances provided to the Board, ensuring that the Board assurance needs are met as well as reviewing the reliability and integrity of these assurances. However, ultimate responsibility for this area rests with the Board, who must fully consider the advice and approve or amend the recommendations from the Committee.

### Membership

- The Committee will consist of x members drawn from the Board Members, and the Board may appoint external individuals onto the Committee to provide specialist skills, knowledge, and experience. All appointments to the Committee are ratified by the Board.
- The chairperson of the Committee may be a member of the Board.
- Some members of the Finance, Audit and Risk Committee should have recent, relevant financial experience, and other members should have experience in risk management, internal control, and the core areas of the LSPs business.
- The Board may co-opt further external members to the Committee to fill skills and expertise gaps.
- Each Committee member will be appointed for a term of x years.
- Final determination on the number of members on the Committee is a decision for the Board.

## Rights

- In discharging its responsibilities, the FARC will have unrestricted access to members of management, employees, and relevant information it considers necessary to discharge its duties. The FARC will also have unrestricted access to records, data, and reports. The Committee is entitled to receive any explanatory information that it deems necessary to discharge its responsibilities.
- The Committee shall have access to sufficient resources in order to carry out its duties and will be facilitated in this by the Secretary designated to support the committee.
- The Committee may procure and / or avail of specialist ad-hoc advice at the reasonable expense, subject to budgets agreed by the Board, on any matter within its terms of reference.
- The Committee has rights to access to members of the Board and other Committees to seek information relevant to its functions as per this Terms of Reference.

## Access

The Internal Auditor and the External Auditor will have free and confidential access to the chairperson of the Committee.

## Secretary to the Committee

- The Committee will be provided with a secretariat function by a member of the staff.
- The Secretary will ensure that the Committee members receive information and papers in a timely manner to enable full and proper consideration to be given to issues.
- With the support of the chairperson, the Secretary is also responsible for the formal induction of new members of the Committee and organising mentoring for Committee members where required.
- The Committee Secretary, in conjunction with executive leads, will also have a role in facilitating overall co-ordination of the work of the Committees and their reporting to Board.

## Meetings

- The Committee will meet at least x times a year. The chairperson of the Committee may convene additional meetings, as deemed necessary.
- The chairperson of the Committee, together with the executive lead/Secretary, will consider and the Agenda for the meeting. Members may also propose items for the agenda to the Chairperson.
- Notice of each meeting confirming the venue, time and date together with the Agenda, minutes of the previous meeting, actions log and relevant papers should be circulated to Committee members and to the extent relevant and necessary to any other person required to attend, five working days in advance of the meeting.
- A minimum of x members of the Committee will be present for the meeting to be deemed quorate.
- The Secretary of the Committee shall minute the proceedings and resolutions of all meetings of the Committee, including recording the names of those present and in attendance.
- The committee will meet with the external auditor without the executive present at least once a year.
- The Committee may ask the co-ordinator and staff to attend to assist it with its discussions on any particular matter.
- The Committee may ask any or all of those who normally attend but who are not members to withdraw to facilitate open discussion of particular matters.
- The Board may ask the Committee to convene further meetings to discuss particular issues on which they seek the Committee's advice.

## Information Requirements

For each meeting, the FARC will be provided with:

- A progress report on the financial position and performance summarising:
  - income and expenditure (and a comparison with budget profiles and estimates);
  - significant assets and liabilities and material trends;
  - overall cash and treasury position;



- exception reporting on issues arising, if appropriate, and explanations of variances; and
- any key issues and relevant matters within the committee's remit that need to be highlighted.
- A progress report from Internal Audit summarising:
  - work performed (and a comparison with work planned);
  - key issues emerging from the work of internal audit;
  - management response to audit recommendations; and
  - any key issues and relevant matters within the committee's remit that need to be highlighted.
- A progress report in relation to risk management which includes:
  - a copy of the strategic/corporate risk register; and
  - a summary of any significant changes to the strategic risks and how these risks are being addressed:
- A copy of the report for each internal audit review and other relevant third-party assurance reports.
- A progress report (written/verbal) from the external audit representative summarising work done and emerging findings (this may include, where relevant to the organisation, aspects of the wider work carried out by external audit).
- On a periodic basis, management assurance reports and details of a third party and other reviews undertaken across the organisation.

As and when appropriate, the Committee will also be provided with:

- the draft financial statements of the LSP;
- a report on any changes to accounting policies;
- external audit's management letter and report; and
- the risk management policy.

## Duties and Responsibilities

In overall terms, the role of the FARC is to provide advice to the Board across a range of its key financial, risk, and audit area, including corporate governance and financial management obligations as follows:

### Financial Reporting

- The Committee shall advise the Board on the accounting policies and monitor the integrity of the financial statements, reviewing and reporting to the Board on significant financial reporting issues and judgements which they contain.
- In particular, the Committee shall review and challenge where necessary:
  - the consistency of, and any changes to, accounting policies;
  - the methods used to account for significant or unusual transactions;
  - whether the LSP has followed appropriate accounting standards; and
  - all material information presented with the financial statements.
- The Committee shall advise the Board on the process for review of the financial statements prior to submission for audit levels and on the letter of representation to the external auditors.
- Where requested by the Board, the Committee should review the content of the annual report and accounts and advise the Board on whether, taken as a whole, it is fair, balanced and understandable and provides the information necessary for stakeholders to assess the LSPs performance and strategy.

### Financial planning and budgeting

The Committee will:

- oversee the annual and multi-annual budgetary planning cycle;
- examine the annual budget and plan prepared for the LSP; and
- provide advice to the Board and, as appropriate, recommend the budget for approval by the Board.

### Financial performance

In the context of the annual and multi-annual budgetary process, the Committee will:

- scrutinise the management accounts and related financial performance reports on income, expenditure, and cash;
- review the outturns against the forecasted position as per the annual budget profiles; and
- monitor the financial position and consider alternative scenarios, options, or variations necessary to sustain the budgetary targets.

### Financial strategy

In supporting the work of the strategy committee, the FARC will:

- oversee the preparation of the financial strategy of the and advise the SC and Board in relation to its adoption;
- monitor and report on the strategy and specifically its alignment with the overall strategic plan;
- review expenditure on all major projects, both operational/ activity and capital infrastructure, from their inception to conclusion, in the context of the approved business cases, budgets, and programmes; and
- review and advise the Board in relation to the pension and other related obligations.

### Financial policies and procedures

The Committee will:

- Review and oversee, as required, the development of new policies relating to the financial governance and financial management and recommend them to the Board for approval.

### Banking, Investments, Treasury, and Borrowings

The Committee will:

- oversee and as appropriate make recommendations to the Board in relation to banking arrangements, investment, and treasury policy; and
- oversee approval of authorised signatories for banking and related activities.

## Contracts and Agreements

The Committee will

- provide oversight and, where appropriate, review and make recommendations to the Board in relation to contracts and agreements with third parties as well as joint ventures and similar type activity; and
- advise the Board on the financial aspects of significant capital projects.

## **Internal Controls and Risk Management Systems**

- The Committee shall review the adequacy and effectiveness of the internal control systems, including financial controls and the control environment, control procedures, and risk management systems.
- The Committee shall advise the Board on the risk management framework and on its effectiveness in supporting the arrangements for risk management, internal control, and governance.
- The Committee will consider and advise the Board in relation to the statements to be included in the annual report concerning internal controls and risk management.
- The Committee shall consider the risk register, including an assessment of its principal risks and the mitigating controls in place or being put in place.
- The Committee shall consider updates from management in relation to the risk profile, risk appetite, and / or risk tolerance.

## **Compliance**

The Committee shall consider reports and updates from management in relation of the adequacy and effectiveness of the policies and compliance management systems and their consistency with compliance programmes.

The Committee will consider the Directors' Compliance Statement to be included in the annual report and provide a recommendation to the Board in relation to this statement.

## Internal Audit

- The Committee shall monitor and review the effectiveness of the internal audit function in the context of the overall risk management system.
- The Committee shall review periodically reports on the results from the internal auditor's work.
- The Committee shall review and monitor management's responsiveness to the findings and recommendations of the internal auditor.

## External Audit

- The Committee shall consider and make recommendations to the Board in relation to the appointment, re-appointment, and removal of the external auditor.
- The Committee shall meet regularly with the external auditor, including once at the planning stage before the audit and once after the audit at the reporting stage. The committee shall meet the external auditor at least once a year to discuss their remit and any issues arising from the audit.
- The Committee shall review any representation letter(s) requested by the external auditor before they are signed by management.
- The Committee shall review the management letter and management's response to the auditor's findings and recommendations.

## Other

- The Committee will work and liaise with all other Committees as necessary.
- The Committee will work to an annual work programme approved by the Board.
- The Committee will also periodically review its effectiveness (including reviewing its terms of reference) and report the results of that review to the Board.
- The Committee's duties and responsibilities can be amended and updated by the Committee as and when required.
- The Committee shall advise the Board on assurances relating to the management of risk and corporate governance requirements and consider the organisation's overall assurance processes.

## Conflict of Interest

The process for recording declarations of conflicts of interest of the Committee members will be the same used at Board level. Each member of the Committee will take personal responsibility to declare any potential conflict of interest arising in relation to any items on the agenda for Strategy Committee meetings. The Committee will specify its procedures where a conflict of interest arises in the context of a particular agenda item, including a requirement that the relevant member brings the potential conflict of interest to the attention of the chairperson and, where necessary, leaves the room for the duration of the discussion of the item and does not take part in any decisions relating to the item. Similar arrangements should apply in relation to meeting documentation, with documentation relating to the item not being made available to the member. This should be noted in the minutes of the meeting.

## Confidentiality

The agenda, papers, reports, and documentation provided in the context of the work of the Committee are confidential and will contain sensitive material and information necessary to allow members to carry out their duties. Members and those in attendance, shall not, without the approval of the chairman, discuss with or disclose, directly or indirectly, information to third parties.

## Reporting

- At all Board meetings the Committee will provide an update to the Board (including updating the Board on any previous Committee meeting, Committee business, and any recommendations, advice, and any relevant matters that should be brought to the Boards attention). This update is in the form of formal written report for those Board meetings subsequent to a Committee meeting.
- The Committee must advise the Board between Board meetings if a matter is urgent and / or serious.
- The Committee shall make a statement and provide an overview of its activities in the Annual Report.

- The Committee will provide the Board with an Annual Report summarising its conclusions from the work it has done during the year, progress with the work programme, and the outcome of its self-effectiveness review. This Report will be timed to support finalisation of the organisation's annual report and financial statements.

### Review

This policy is required to be approved by the Board and reviewed by the Board (at least annually).

*This policy should be read alongside the LSP Governance Framework, policies, and protocols.*

## 7. LSP Risk Appetite Statement

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The Schedule of Matters sets out the functions reserved for and to be exercised by the LSP Board in accordance with legal and regulatory requirements and good governance obligations. These matters typically revolve around matters to be and overseen by the Board on an ongoing or periodic basis. As part of the schedule of matter, the board has to approve the risk management framework, risk management policy for the LSP, and monitoring of its overall effectiveness. This paper sets out a basic explanation of risk appetite and an approach that may be adopted by the LSP

### Risk Appetite Statement<sup>3</sup>

It would be expected that risk appetite statement would be developed by the co-ordinator in the first instance for discussion with the audit and risk committee and Board. It should reflect the key risk categories as well as the opportunities which are part of the operating environment within the LSP. It should be clearly aligned with LSP annual and longer term plans.

### Risk

Risk, per the ISO standard, is defined as the effect of uncertainty on objectives and the effects can be both positive and negative. To pursue and deliver our strategic outcomes and objectives necessarily requires reasoned and reasonable risk taking. It is acknowledged that the appetite for risk varies according to the activity undertaken. In accepting risk or pursuing opportunities, we must ensure that potential benefits and risks are understood, and that sensible measures and actions are adopted and implemented.

This risk appetite statement specifies the amount of risk we are willing to pursue, seek, accept, or tolerate in the pursuit of the LSP mandate, mission, and objectives. In acknowledging the nature and diversity of the LSP activities, the following table outlines the appetite diagrammatically for risk across key activities and risk categories, as agreed by the board and audit and risk committee.

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<sup>3</sup> This would form part of the updated risk management policy document for the LSP



Table 1: Risk Appetite Table

	1	2	3	4	5	6	7	8	9	10
<b>Risk Category /Activity</b>										
<b>1 Reputation</b>										
<b>2 Collaboration ( volunteer and public bodies)</b>										
<b>3 Financial ( performance &amp; stewardship)</b>										

(With further lines to reflect other categories / activities, e.g., compliance, etc., and as you move from 1 – 10, you are going from zero appetite to risk embracing / opportunity seeking appetite).

### Reputation

The maintenance and preservation of the partnership’s reputation, profile, and good name are vitally important. Therefore, while acknowledging the necessity to be innovative and novel, particularly with developments of new services and with ways of engaging with volunteers and other stakeholders, we have a low appetite for risk in the conduct of any of our activities that tarnishes our image or puts our reputation in jeopardy or could lead to undue adverse publicity or could lead to loss of confidence in the nature and quality of our work.

### Collaboration

Collaboration and engagement locally and nationally is a core part of our business. In response to evolving demands and the necessity for innovative responses, we are and need to be open to pursuing opportunities for new forms of engagement, new alliances, and relationships and for working with existing and new partners.

### Financial (performance and stewardship)

Annual and multi-annual budgetary approaches, prudent use of funding, cost control, and cost containment, including monitoring and review of financial and non-financial performance, are ongoing Board and committee agenda items. The financial governance and financial management arrangements ensure that the internal control systems are complied with and that the LSP meets its public audit and accountability obligations. We have a low-risk appetite in this area, etc.

## Conclusion

As part of the embedding and roll-out of risk management and the updating and refreshing of the LSP risk register, consideration needs to be given to the potential inclusion of a detailed risk appetite statement as referred to in section 4.6 of the risk management policy.

## Review

This policy is required to be approved by the Board and reviewed by the Board (at least annually).

*This policy should be read alongside the LSP Governance Framework, policies, and protocols.*

## 8. LSP Draft Risk Management Policy

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### Purpose

The purpose of this Policy is to provide a framework for management to identify, assess and rate risks, and to develop strategies to deal with risks so as to provide reasonable assurance that LSP's strategic objectives will be achieved in accordance with the organisation's risk appetite.

The Risk Management Policy sets, in effect, the framework in which risks/uncertainty (threats and opportunities) will be managed by each LSP. As part of this overall RMP, it is expected that the Board of each LSP, in conjunction with the co-ordinator, will develop a risk appetite statement for the organisation. The risk process will also yield a risk register to reflect current or emerging uncertainties and actions in place to address the threats and exploit the opportunities. Risk registers are "live" documents that need to be regularly reviewed to ensure they capture current uncertainties, threats, vulnerabilities, and opportunities.

This risk management policy should contribute to the embedding of a risk culture directed towards the effective management of potential risks and opportunities.

### The Policy sets out the following:

- Definitions.
- Risk Governance Structure: Roles and Responsibilities of the Board, the Audit & Risk Committee, and the co-ordinator.
- Risk Management Framework; Risk Identification and Assessment, Risk Treatment, Risk Monitoring, and Reporting and Risk Appetite.

### Definitions

Risk. Risk may be defined as the LSP suffering loss, damage or disadvantage, not benefiting from opportunities available, or not achieving its objectives due to unwanted or uncertain internal or external events or actions. Risks, by their very nature, may or may not occur and from LSP's perspective fall into the following four categories:

- *Strategic Risks*: the inability to achieve the LSP's strategic objectives as set out in the Strategic Plan and also, not availing of opportunities when they arise.
- *Operational Risks*: the inability to achieve operational objectives, including the inability to prevent a loss resulting from inadequate internal processes and systems.
- *Financial Risks*: exposure to financial losses arising as a result of inadequate controls or the need to improve the management of the LSP's financial assets.
- *Reputational and Compliance Risks*: exposure to losses arising as a result of adverse publicity, negative public image, and the need to improve stakeholder relationship management. Compliance risk is the threat posed to LSP's organisational, or reputational standing resulting from violations of laws, regulations, codes of conduct, or organisational standards of practice.

In addition, there is a recognition that risks can exist at two main levels:

- Corporate level
- Programme / Project level

### Risk Management

Risk management is the on-going process effected by the Board, Senior Management, and other personnel to identify, assess, manage and control potential events or situations in order to provide reasonable assurance regarding the achievement of objectives and to drive value in the organisation. The LSP endeavours to manage all risks to be within its risk appetite and which could prevent the attainment of its stated objectives, as set out in the Strategic Plan, while at the same time not limiting its ability to attain those same objectives by taking on an acceptable level of risks which may lead to positive outcomes and add value. It is recognised that risk management is not solely about managing risks, it is also about identifying and taking opportunities. It is also recognised that risk management is about being 'risk aware' rather than 'risk averse'.

Risk management also involves the identification of controls to address known risks as well as identifying risks which are close to becoming an issue and may therefore require greater management intervention to mitigate their adverse effects.

The intention is that risk management will become embedded into the culture of

management within the organisation rather than operate as a standalone function. As potential risks often outweigh the resources available to manage them, it is therefore important to apply available resources to mitigate risks in a cost effective and efficient manner.

Risk Identification: The process of finding, recognizing, and describing risks.

Risk Analysis: The process to determine the likelihood of specific events occurring and the magnitude of their consequences/impact on the LSP.

Risk Assessment: Risks are assessed and prioritised on the combined basis of their likelihood of occurrence and the resulting impact should they materialise. The results are compared with the risk criteria (risk appetite) to determine whether the level of risk is acceptable or tolerable.

Risk Register: The risk register is a risk recording and monitoring tool. It is a hierarchical entity, and a review of the Corporate Risk Register will be informed by the programme or project level risks.

Risk Appetite: Risk appetite is the amount of risk LSP is prepared to accept or retain in the pursuit of our core priority objectives. It reflects the risk management philosophy, and in turn influences the organisation's culture and operating style. Setting a risk appetite is not about the elimination of all risks; rather, it is about embracing risks in areas in which management has the appropriate skills, knowledge, and experience to take advantage of the opportunities presented whilst limiting risks in other areas.

## Risk Governance Structure: Roles & Responsibilities

### Board

The role of the Board is to provide leadership and direction within a framework of prudent and effective controls which enables risk to be assessed and managed. The Board is responsible for determining the nature and extent of the principal risks it is willing to take in achieving its strategic objectives (Risk appetite). The Board is responsible for maintaining sound risk management and internal control systems within the organisation.

The Board will approve the Risk Management Policy and will satisfy itself, through its Audit & Risk Committee, that the Policy is effective, that an adequate Risk Management Framework is in place in the organisation and that Risks are being managed appropriately by the staff. In addition, the Board, through its Audit & Risk Committee<sup>4</sup>, shall require an external review of the effectiveness of the Risk Management Framework and its governance on a periodic basis.

Other key elements of the Board's oversight of risk management include:

- making risk management a standing item on the Board meeting agenda;
- reviewing management reporting on risk management and noting/approving actions as appropriate;
- ensuring risk management experience/expertise in the competencies of at least one Board member. Where composition of the Board does not allow for this, expert advice should be sought externally;
- appointing a Chief Risk Officer or empowering a suitable management alternative, and provide for a direct reporting line to the Board to identify, measure and manage risk and promote a risk management culture in the organisation; and
- confirmation in the annual report that the Board has carried out an assessment of the principal risks, including a description of these risks, where appropriate, and associated mitigation measures or strategies.

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<sup>4</sup> While the Board has established a Finance Audit and Risk Committee to assist with its consideration of issues relating to audit, governance and risk management, the Board maintains responsibility for and makes the final decisions on all of these areas.

## Finance, Audit & Risk Committee

The role of the FARC is to assure the Board that an adequate Risk Management Framework is in place within the LSP. In providing the required level of assurance, the Committee will:

- Review the Risk Management Policy and make recommendations to the Board for amendments to the Policy as required.
- Keep under review, and advise on the operation and effectiveness of the Risk Management Framework.
- Validate that the significant risks have been correctly identified, as well as seeking assurance that critical controls have been correctly implemented.
- Ensure that assurance provided by management and external/internal auditors is appropriate.
- Monitor the effectiveness of Risk Management in relation to risks identified as fundamental to the success or failure of the strategic objectives.
- Ensure that Risk Management is a standing agenda item at its meetings and report to the Board on its findings in relation to risk management and the adequacy of the Risk Management Framework on an annual basis.
- Require an external review of the effectiveness of the risk management framework and its governance on a periodic basis.

## Co-ordinator

The co-ordinator has overall responsibility for ensuring that procedures and processes are in place to enable adherence to this Risk Management Policy. Additionally, he/she will:

- Ensure the implementation of the Risk Management Policy across the organisation.
- Encourage a risk management culture throughout the organisation so that risk awareness is embedded as part of the organisation's decision making and operations.
- Identifying and monitoring corporate level risks that could impact on the achievement of the strategic objectives and the issuing of reports to the Committee where a new corporate level risk arises or where there are significant changes in circumstance surrounding an existing one.
- Ensure the provision of adequate training and awareness of risk.

- Ensure the communication of the key elements of the Risk Management Framework.
- Report to the Committee on the Corporate Risk Register and the implementation of the Risk Management Framework.
- Maintain the Corporate Risk Register, including its review and update regularly.

### Risk Owners and Staff

*Risk Owners* are responsible for the following in relation to risk management:

- Treatment, monitoring, and reporting risks in accordance with Risk Management Framework.
- Implementing suitable actions and controls to reduce (mitigate) the risk to a more acceptable level.
- Management of risks within the Risk Appetite Statement.

*Staff* are specifically responsible for the following in relation to risk management:

- Being risk-aware and familiar with the Risk Management Policy.
- Managing risk effectively within their own work and area of authority.
- Escalation of risk events or “near miss” incidents when they occur.
- Completing all required risk training assignments.
- Supporting the co-ordinator in the implementation of the Risk Management Policy.

### Risk Management Framework

#### The Risk Management Framework

It is an iterative process consisting of steps which when taken in sequence, enable continual improvement in risk management and decision making. It constitutes a logical and systematic method of identifying, analysing, evaluating, treating, monitoring, and communicating risks associated with any activity, function, or process in a way that will enable the LSP to minimise losses and maximise opportunities. The Risk Management Framework provides assurance from the co-ordinator and staff to the Finance Audit & Risk Committee and Board. Effective risk management focuses on understanding and measuring risk rather than necessarily avoiding or totally eliminating it, and within the LSP, it comprises the following components:



## Risk Identification

The purpose of risk identification is to produce a list of the potential risks that could impact on achieving its objectives. Risks will be identified and prioritised using a variety of techniques such as interviews, workshops, and staff meetings.

A formal risk identification and review exercise should be undertaken on a regular basis in order to update the Corporate Risk Register

## Risk Assessment

The size of any risk can be measured using two dimensions, i.e., the probability of the event occurring (likelihood) and the effect on the LSP should the risk materialise (impact). To ensure consistency of application across the organisation, risks identified must be assessed and measured in accordance with inherent and residual risk criteria, as shown in the table below:

*Table 2: Risk Assessment*

Assessment	Gross Risk (Inherent)	Net Risk (Residual)
Likelihood	The probability of the risk arising in the <i>absence</i> of current controls.	The probability of the risk arising in the <i>presence</i> of current controls.
Impact	The extent of impact on operations if the risk arises in the <i>absence</i> of current controls.	The extent of impact on operations if the risk arises in the <i>presence</i> of current controls.

Appropriate quantification of risk is critical to an effective Risk Management Framework. Not all risks are equal, and effective risk management is only possible if risks are prioritised appropriately. Generally, risks should be prioritised according to their ability to affect the

achievement of objectives and therefore may change as objectives change. The Risk Matrix used to assist assessment of risk is set out below.

### Risk Matrix

Assess both the gross risk (i.e., the level of risk that would exist in the absence of current controls) and the net risk (i.e., the level of risk that exists, taking into account the management controls that are in place) for each risk identified.

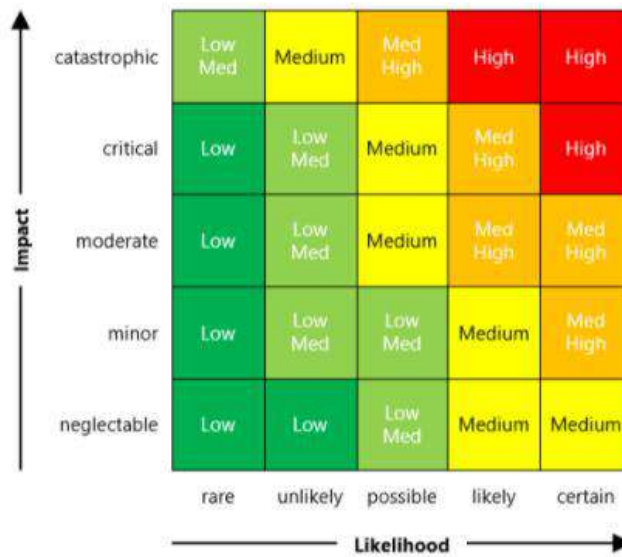
In assessing the levels of gross risk, the likelihood and impact of the risk are quantified. A grading of 1-5 is awarded (1 being the least likely/lowest impact, 5 being the most likely/highest impact).

*Table 3: Risk Grading Explanations (can be modified to reflect your organisation)*

<b>Likelihood</b>	<b>Explanations</b>	<b>Consequences</b>
Rare	Probably never happen	Negligible
Low	Do not expect to happen	Minor
Medium	Might happen	Moderate
High	Will probably happen	Significant
Very High	Will undoubtedly happen	Sustantial

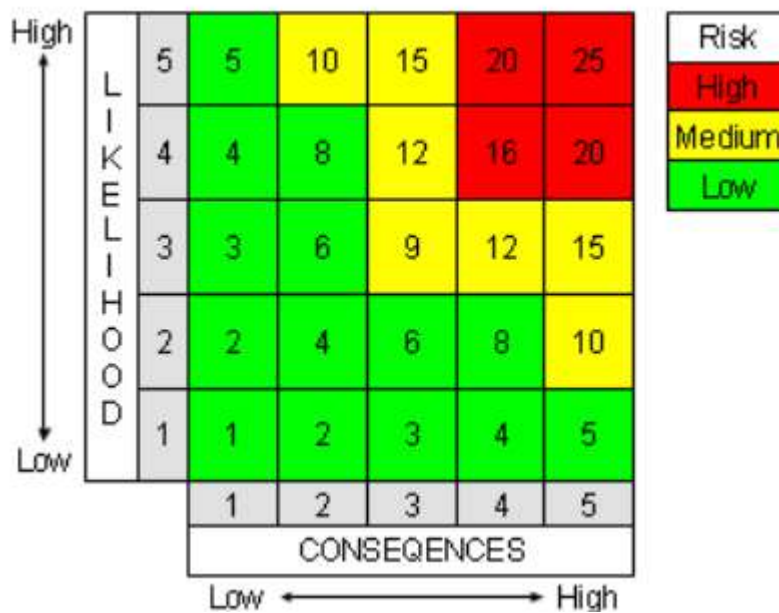
Multiplying the two scores together creates an overall gross risk score, which then results in a risk being classified as a green, amber, or red light risk using the following matrix:

Figure 1: 5 X 5 Matrix for Risk Assessments



Source: [https://b-advisory.ch/risk\\_matrices.html](https://b-advisory.ch/risk_matrices.html)

Figure 2: 5 X 5 Matrix for Risk Assessments with scoring



Source: [https://b-advisory.ch/risk\\_matrices.html](https://b-advisory.ch/risk_matrices.html)

## **Risk Treatment**

Risk Treatment is the immediate output of the risk assessment. It defines how, based on the criteria established, each risk is to be handled. The options are to:

- Treat - Implement a suitable control or combination of controls to reduce (mitigate) the risk to a more acceptable level.
- Tolerate - Knowingly accept the risk as it falls within the "risk appetite". In such circumstance the risk is deemed acceptable, compared to the cost of improving controls to mitigate it.
- Transfer - Transfer the risk to another organisation (e.g., through insurance or by contractual arrangements with a business partner).
- Terminate - Avoid the risk, i.e., do not undertake the associated business activity.

## **Risk Monitoring and Reporting**

There should be an on-going review and scanning of the environment in relation to threats and opportunities, and this will enable updating of the risk register on a regular basis.

The co-ordinator will submit a revised Corporate Risk Register to the Committee three times a year and Board at least twice a year.

The annual report will include confirmation that the Board has carried out an appropriate assessment of the organisation's principal risks, including a description of these risks, where appropriate, and associated mitigation measures or strategies.

## **Risk Appetite**

### The Risk Appetite Statement

The LSP approach is to engage in reasoned and reasonable risk-taking. The priority is on minimising exposure to reputational, compliance and financial risk, whilst accepting and encouraging an increased degree of calculated risk and exploiting opportunities in pursuit of its objectives. It recognises that its appetite for risk varies according to the activity undertaken and that its acceptance of risk is subject always to ensuring that potential benefits and risks are fully understood before developments are authorised, and that sensible measures to mitigate risk are established.

The Risk Appetite Statement specifies the amount of risk the organisation is willing to seek or accept in the pursuit of its long term objectives. It indicates the parameters within which the LSP would want to conduct its activities. The Risk Appetite Statement is intended to act as a guide indicating:

- the areas where the co-ordinator and staff should step out and be innovative;
- the areas where the co-ordinator and staff should be conservative and compliant in their activities, and
- the “lines” across which the Committee and Board would not wish to cross, and where the Committee and Board would need to be notified.

In terms of priorities, the need to avoid reputational, compliance, health & safety, and overall financial risk will take priority over other factors e.g., it will be acceptable to undertake risks in some activities providing they do not expose the LSP to undue reputational, compliance or financial risk. A balanced assessment has to be taken of risks. The Board and Co-ordinator recognise that in many cases, there are risks attached to both doing something and doing nothing.

### **Risk Escalation**

It is recognised that risks can evolve quickly due to changes in the external environment, proximity of an event, or a change in risk appetite. Risk Escalation allows for the appropriate management of both existing and emergent risks. The following considerations influence whether a risk may require escalation:

- Where risks are rated as high or are judged to be a prevalent issue, these should be considered in the context of the risk appetite statement tolerances.
- Where the impact of a risk is rated major or severe using the risk matrix and the existing controls are deemed insufficient.
- Where the risk trend and the external environment merit heightened monitoring of the situation.
- Where the impact of a risk is major or severe in an area where the LSP has a low-risk appetite.
- Where the risk relates to a substantial project or significant new programme.
- The proximity of a potential risk incident.

It is vital that risks are escalated in a timely manner where possible to ensure they can be managed effectively.

### Review

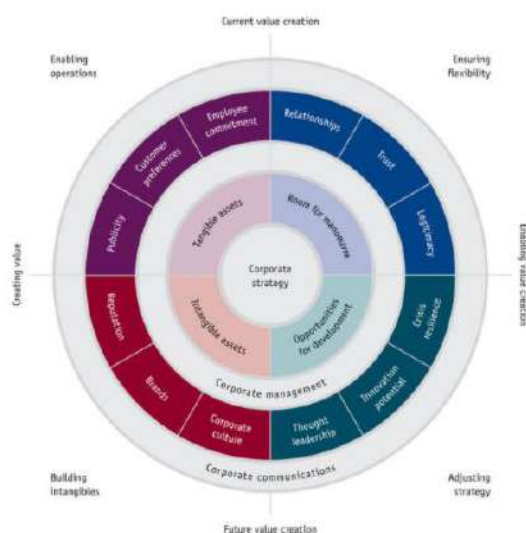
This policy is required to be approved by the Board and reviewed by the Board (at least annually).

*This policy should be read alongside the LSP Governance Framework, policies, and protocols.*

## 9. LSP Media Policy

There are five governance principles<sup>5</sup> within the CVC/ Sports Governance Code. Principle 5 makes explicit reference to the need to protecting and promoting the organisation’s reputation. Within the governance framework, under the representational aspect of board member roles it is specifically highlighted that Board members must be aware that, when writing or speaking on any matter that is within the remit of the company, they may be perceived as representing the Board or the Board’s position even when they are writing or speaking as a citizen, academic, professional, etc. Any (mis)perception that a member is speaking as a Board member can lead to embarrassment and distress for both Board members and organisation. Best practices, guided by corporate communication frameworks can assist the LSPs. For example, the Communication Value Framework below describes “value creation on two levels: corporate value management and corporate communication. At the core of the framework, however, is corporate strategy, which should be the starting point for all organisational decisions.” (Zerfaß and Viertmann, 2017, p. 73):

Figure 3: The Communication Value Circle



Source: <sup>6</sup> Zerfass and Vietmann (2017)

<sup>5</sup> Principle 1. Leading our organisation; Principle 2.- Exercising control over our organisation; Principle 3. Being transparent and accountable; Principle 4. Working effectively; Principle 5. Behaving with integrity  
<sup>6</sup> Zerfass, A., & Viertmann, C. (2017). Creating business value through corporate communication. *Journal of Communication Management*.

This framework places corporate strategy (goals, missions, objectives, etc.) as the starting point for all communication decisions. It supports the integration of communication across all LSP functions as a method to measure alignment to corporate strategy.

In the context of the review of LSP governance arrangements and policies, the issue of communications generally and the various roles and responsibilities in relation to media relations and “speaking for” the organisation are areas where a variety of practices can prevail. In advance of detailed consideration of wider communications, protocols, and social media by the board, the following is the initial policy position on how the LSP is represented in the media.

### Representing LSP in the media

The co-ordinator is the spokesperson for LSP. In their absence, the chairperson of the Board will undertake the role. From time-to-time, a Board member may be requested to make a statement to the media or to represent in a public forum. In such instances, the co-ordinator should be informed of the request or invitation, and the agreement of the co-ordinator should be obtained before the request is acceded to or the invitation accepted. Where prior agreement cannot be given by the co-ordinator, they should be informed immediately after the event. More specifically, Board members:

- will not speak as a trustee of this organisation to the media or in a public forum without the prior knowledge and approval of the co-ordinator or chair;
- When prior consent has not been obtained, they will inform the chair or co-ordinator at once they have spoken as a trustee of this organisation to the media or in a public forum;
- When speaking as a trustee of this organisation, their comments will reflect current organisational policy even when these do not agree with their personal views;
- When speaking as a private citizen, they will strive to uphold the reputation of the organisation and those who work in it;
- will respect organisational, Board, and individual confidentiality; and
- will take an active interest in the organisation’s public image, noting news articles, books, television programmes about the organisation, about similar organisations, or about important issues for the organisation.



When speaking on behalf of LSP, a Board member should reflect the current organisational policy, even if the Board member personally holds a different view. When speaking on behalf of the organisation, a Board member must uphold the reputation of the organisation and those who work in it by respecting organisational, Board, and individual confidentiality.

### Review

This policy is required to be approved by the Board and reviewed by the Board (at least annually).

*This policy should be read alongside the LSP Governance Framework, policies, and protocols.*

## 10. LSP Communication and Social Media Strategy

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The purpose of this strategy is to reflect on this important area for boards and executives and to consider protocols and guidelines which could ultimately form part of an agreed policy on communications and social media. There are five governance principles<sup>7</sup> within the CVC/ Sports Governance Code. Principle 5 makes explicit reference to the need for protecting and promoting the organisation's reputation. Within the governance framework, under the representational aspect of board member roles, it is specifically highlighted that Board members must be aware that, when writing or speaking on any matter that is within the remit of the company, they may be perceived as representing the Board or the Board's position even when they are writing or speaking as a citizen, academic, professional, etc. Any (mis)perception that a member is speaking as a Board member can lead to embarrassment and distress for both Board members and organisation.

### Background note

A communication (and social media) strategy and policy are recommended for all Local Sports Partnerships. This communications strategy should be aligned to respond to the strategic priorities of the LSP and to contribute to the successful implementation of their objectives and/or goals as set out by the Strategic Plan. The recommendation is given to create a cohesive overriding message relevant to the LSP together with a secondary set of key messages modified for specific target audiences or stakeholders. Any guide should be developed within the standard expected by each LSP and other stakeholders with consideration for Data Protection legislation. A policy and guideline document should include guidance on the risk and benefits of using social media, together with the protection of all stakeholders. Clear guidance on individual responsibility and the appropriate and lawful engagement online should be set out. Linkage to the organisational Code of Conduct is essential. Confidentiality agreements are encouraged and should be used.

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<sup>7</sup> Principle 1. Leading our organisation; Principle 2. Exercising control over our organisation; Principle 3. Being transparent and accountable; Principle 4. Working effectively; Principle 5. Behaving with integrity

The following steps are recommended for building an effective framework through which the organisation can communicate:

- Conduct an audit of the current communications strategy, infrastructure, and materials.
- Set SMART (Specific, Measurable, Attainable, Realistic, and Time-bound) goals for the communications plan.
- Identify and write a plan with specific treatment for different stakeholders and different levels of engagement together with rules for escalation.
- Consult with stakeholder analysis.
- Determine who is responsible for delivering messages (based on stakeholder and category or message).
- Measure the results with stakeholders and determine success and areas of improvement.

A communication strategy should help achieve the strategic objectives, goals, and mission of the LSP in addition to protecting the reputation of the organisations. Stakeholders are those affected by the organisational strategy and those who affect the organisational strategy. While categorization of stakeholders is recommended, a framework for stakeholder communication might be helpful. The framework provides the opportunity to identify communication issues linked to the stakeholders themselves. Therefore, the key communication messages which are specific to individual stakeholder are targeted and managed. The remainder of this section provides protocols relevant to the Board, and considerations of items to be included within a communication strategy.

Communication protocols relevant to the Board, which include but are not limited to:

- The Induction pack for new board members should contain a report on the list of stakeholders relevant to the organisation and the general principles attaching to communication with each group.
- The Board should agree on a communications strategy and set of policies, and this should be presented for review to the Board once per annum. The communications strategy should support the corporate strategy and goals of the organisation and should describe how the organisation communicates internally and externally.

- Communications strategies, policies, and programmes at every level should support the organisations' commitment to key values such as respect, integrity, honesty, transparency, and responsibility and remain loyal to overall board policy and necessary levels of confidentiality.
- Any risk analyses prepared for the Board on any issue should contain communications risks associated with the issue and how these are to be managed.
- Any change management programmes agreed by Board, involving any change to the operation of the organisation or its employees, should have a communications plan accompanying the programme at the time of presentation to the Board.
- Board members should be encouraged to ask management attending board meetings, for comment on the communications issues and risks associated with any plan, policy, or programme.
- Appropriate levels of communication between the Board, co-ordinator, and staff should be encouraged and assisted by the chairman.
- The chairman and Board should encourage and, where relevant, participate in two-way communication with key stakeholders. The Board should ensure that it is in receipt of full information on relevant issues from each stakeholder, and that in turn, each stakeholder is receiving complete information on relevant issues from the organisation.
- A policy with regard to public comment should be in place, containing the guidelines on who within the organisation should act as spokesperson(s) on corporate issues. In some cases, it will be relevant for the chair to act as Spokesperson, while in general, the co-ordinator would be the primary spokesperson. The policy should also set out an agreed position on any occasions where public comment by members of the Board becomes necessary and how such comment should be discussed in advance with board and / or management and how it should be reported to and recorded within the company.
- All press releases issued by the organisation, which are of relevance to the boards work, should be circulated to all board members at the same time as public circulation.

- Any crisis or emergency plans which are developed for the organisation should have a communications plan included.
- Specific question the Board should ask when evaluating their communications policy/strategy document (as outlined in a recent IPA webinar June 13<sup>th</sup>, 2020)
  - How do communications support our overall strategic objectives?
  - Are we reaching the right audiences?
  - Do we include staff?
  - Are we doing enough to leverage digital fully?
  - What value is communication adding?
  - Are we resourcing this properly? Internal versus external support
  - Are we getting the results we want?

Having reviewed the communication protocols for the Board, we will now review items to be included in a communications strategy document.

A Communication and Social policy document could include, but is not limited to, the following:

- Summary of the mission, values, objectives, and goals of the individual LSP. Acknowledge the importance of effective communication to attract participants and supporters. Ensure a consistent message which is clear and easily understood using simple language (should Irish be included?), which is creative and engaging. Encourage prompt rapid communication with proactive feedback policies and guidelines. Communications guidelines should reflect the LSP identity and focus and set out clear goals for achievement in the areas of:
  - Stakeholders interaction.
  - Social media to engage and build the LSP profile.
  - Monitoring the effectiveness and performance of the LSP's communication plan.
  - Definition of Social Media, together with identifying tools and platforms, typically engaged in executing social media interaction.

- For example, social networking (Twitter, Facebook, etc.), video and image sharing (Youtube, Instagram, Snapchat, TikTok, etc.), blogs and micro-blogging (e.g., Wordpress), live broadcasting (e.g., Zoom, MS Teams, Facebook live, etc.), podcasting, instant messaging (e.g., SMS, WhatsApp, Viber, etc.).
- Identification of whom the policy applies to (volunteers etc.).
- Guidelines for the upkeep of the information contained within the platforms, including a strategy of monitoring and moderation with escalation protocols in place. Multiple individuals should be responsible for the monitoring and moderation, where a community of practice should be encouraged. Framework for feedback should be available to include guidelines on criticism management (constructive, negative, trolling, spam, etc.)  
Moderation rather than deletion is encouraged.
- Guidelines on the behaviour expected by the people who execute social media tasks on behalf of the organisations. For example:
  - Within the legal parameters of social engagement.
  - Adherence to GDPR rules and guidelines.
  - Respect, transparency, honesty and relevant to the LSP.
  - Privacy, confidentiality adherence.
  - Specific guidelines for children and young people or underage interactions, including parental signoff/permission, policies in relation to images, bullying, and harassment, etc. In particular, staff and stakeholders are not permitted to communicate or use social media to engage directly or privately with children. All correspondence must be via the parent or guardian of the child (this removes the change of stakeholder friending children independently on social media, for example). Consideration should be given to provide guidelines for children/young people in this area.
- All social media interactions are linked to employee or board members code of conduct (even when they are not acting on behalf of the organisations).
- Consider the approval of LSP linked social media accounts.
- Consider the assignment of direct responsibilities for daily posting and engagement, strategy and planning, security and passwords, approvals, crisis response.

- Recognition of the right to freedom of speech on a personal level. The policy should not intend to limit the rights of any stakeholders. Guidelines should include a provision that the responsibility for personal social media interactions does not reflect poorly on the organisation. Personal social media interactions should include a disclaimer such as: *"The postings on this site are my own and do not necessarily represent the position, strategy or opinions of the Local Sports Partnership."* Recommendations include the non-use of company email in any private communications, even those considered 'anonymous.'

The LSP should expect, at a minimum, the following standards to be adhered to by its stakeholders when posting material online:

- Compliance with copyright, intellectual property, and all relevant laws.
- Adherence to confidential information policies and procedures.
- No reference to individual stakeholders unless specifically guided.
- Do not post or share material that is violent, sexually explicit, obscene, hateful, ethnic slurs, defamatory, inflammatory (e.g., religion or politics), or any material which could be considered cyberbullying or protected by law.
- No engagement of inappropriate behaviour relating to underage players.

Inappropriate use or breach of the Communication or Social Media policy and guidelines to be considered a breach of the Code of Conduct of the LSP and in extreme cases, may be reported to the Gardaí.

#### Other areas to consider:

- Digital and Media training should be made available.
- Technical infrastructure audit to protect from phishing or hacking is also recommended.
- Acknowledge that the guidelines will evolve as new technologies and social media networking tools emerge. The LSP reserve the right to modify, suspend, or withdraw the guidelines at any time.
- Monitor and collect all the news clippings that mention the organisations and issues of relevance to the organisation.

Having reviewed the communication protocols for the Board, items for inclusion into the communication policy and guidelines, we will now review the mechanism to set out a framework for communication.

### Review

This policy is required to be approved by the Board and reviewed by the Board (at least annually).

*This policy should be read alongside the LSP Governance Framework, policies, and protocols.*



## 11. LSP Assurance Arrangements

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The Schedule of Matters sets out the functions reserved for and to be exercised by the LSP Board in accordance with legal and regulatory requirements and good governance obligations. As part of its oversight role and the implementation of accountability and reporting arrangements, the board will rely on the assurances provided, which emanate from within and outside the company.

The purpose of this policy is to prompt a discussion at Board and co-ordinator levels into the nature and extent of the assurances the LSP board can consider when approving the annual reports, the financial statements, and compliance reports that may be required by external stakeholders, including Sport Ireland. A key obligation for the Board will be attesting to compliance with the CVC code, and as such, a bespoke assurance framework for the LSP could be beneficial in that context.

### Key definitions

The Institute of Internal Auditors define assurance as “*an objective examination of evidence for the purposes of providing an independent assessment on governance risk management and control processes for the organisation.*” A detailed assurance framework and related assurance mapping facilitates a gap analysis and identifies areas where potential duplication of assurance effort is occurring.

An assurance framework is a structured means of identifying and mapping the main sources of assurance in an organisation so as to assist in co-ordinating these sources efficiently and effectively. The assurance framework aims to draw together all the various sources of assurance so that the LSP board and committees can be assured in relation to the work undertaken and specifically that the LSP meets all its obligations.

Benefits of an effective assurance framework include raising awareness of risk and control obligations at the strategic/governance level and at the operational level, the provision of information on how the risk areas are being addressed, the provision of clarity on how

significant risk and control issues can be escalated, clarity on roles and responsibilities in relation to risk and control matters, demonstrate the existence of an important pillar of good governance in the organisation as well as supporting the public audit and accountability obligations as reflected in the annual financial statements and other reports. A key part of the assurance framework within the LSP relate to what is known as the lines of defence: first, second and third line as represented in the following diagram:

Figure 4: Levels of Risk Management



Source: <https://actuaries.asn.au/Library/Events/Other/2012/ERMCommunitySessionPresentation.pdf>.

The first line refers to day to day operations responsible for ensuring the risk and controls are managed as part of day-to-day activities. This in effect encapsulates the work of the full-time staff and in particular, the duties and responsibilities of individual staff members.

The second line of defence refers to functions which are separate from the first line in monitoring and providing oversight of activities, risk management, and controls. In the case of the LSP, this will involve arrangements including management, oversight, and supervision by the co-ordinators or other managers. This line may also be supported by external reviews undertaken by and in conjunction with the co-ordinator

The third line of defence refers to functions which are independent of the first and second line and this line would give independent assurance. Internal Audit related activities are normally seen as part of the third line.

A fourth line is also sometimes referenced, and this refers to external audit providers and those with a specific legal or professional obligation to independently review the activities of an organisation.

## Conclusion

Based on the foregoing and as part of embedding good governance practice, the LSP is developing a basic assurance framework and this framework would allow for a consideration and mapping of the sources of assurance, which will be unique to each LSP.

## Review

This policy is required to be approved by the Board and reviewed by the Board (at least annually).

*This policy should be read alongside the LSP Governance Framework, policies, and protocols.*

## 12. LSP Performance (Organisational, Board/Staff)

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### Purpose

While the predominant emphasis in governance is often on issues of compliance and conformance and the often-cited “*comply or explain*” provision, the performance of organisations and the manner in which it is fulfilling and striving to achieve objectives need to be afforded equal and possibly more prominence when considering how the LSP is governed, directed and controlled.

As part of the review of current governance arrangements, an analysis was undertaken of the extent to which LSP governance uses a performance lens, rather than a compliance lens, and the availability and consistent use of KPIs, measures, targets, indicators, metrics, trend analysis and the reporting of qualitative and quantitative data was mixed across the LSPs.

The purpose of this discussion paper is to focus on LSP performance at two levels organisational and board / staff.

### Level 1 Organisational Performance

#### Strategic Plan Performance

An area which requires attention and agreement between board, co-ordinators, and wider stakeholders is the set of measures/ targets/ KPIs, and the performance analysis reports or performance dashboard that can be used to communicate trends, achievements, and areas of concern. In some cases, this may be consolidated into a co-ordinators report with highlights and trends analysed or as a separate report. Within the Strategic plan, there is an expectation that each LSP will have established goals/strategies/themes to mediate the actions they will take over the next few years (usually four years). Performance metrics or Key Performance Indicators (KPIs) should be determined for each of these actions in order to assess and monitor the progress of outcomes. KPIs can be multi-levelled within the organisational and time periods (short-medium and long-term focus). All KPIs should be limited to outcomes defined in the strategic plan. To set the stage, the LSP should ask of itself:

- What have we done well – what is enabling us to be successful?
- What have we not done well – what is holding us back?

In general, a strategic outcome may have more than one KPI. Participation is a good example where you can have a quantitative KPI (increase participation rate) aligned with a qualitative KPI (wellbeing following participation). Each strategic outcome may indeed require more than one KPI. It is often desirable to include a quantitative KPI, such as membership numbers or medal targets, and a qualitative KPI, such as satisfaction or benchmark score. KPIs should be considered within the **SMART** approach to target setting:

*Table 4: SMART Targets*

<b>Specific</b>	Clear and concise to describe exactly what will be achieved
<b>Measurable</b>	Enables realistic monitoring of achievement
<b>Achievable</b>	Realistic, the organisation is capable of reaching targets
<b>Relevant</b>	Related to the vision, a true indicator of desired change
<b>Time bound</b>	Deadline to achieve by required date.

A sample mapping is provided in the appendix (reference the National Sports Policy 2018-2027). A review of the National Physical Activity Plan for Ireland is also recommended.

In summary, consideration should be given to the guidance provided below:

1. Identify Strategic Objectives for each area of activity, e.g., increased participation.
2. Describe the Key Performance Indicator, e.g., increase in numbers of people walking, under SMART principles.
3. Define KPI thresholds – a performance measure is meaningless unless it can be compared to something. This could be a target based on participation levels in other similar sports or participation levels in similar size countries. Participation levels by ability, age, or gender.
4. Identify the Strategic Initiative required to achieve the KPI.
5. Describe results – e.g., Increase in numbers playing the sport.
6. Build a score-card structure entering objectives and related performance measures. Actual data will then be added on a regular basis.

7. Interpret results – this incorporates creating meaningful dashboards and reports and secondly interpreting the results, which could include developing charts.
8. Take action – any performance measure that shows that an objective is moving in the wrong direction may need to have an action associated with it to remedy the situation, e.g., a task, a project, budget change, or simply to remove the objective. It's important at this stage to consider if strategic initiatives should be created.

Source: Adapted from <https://www.irishsport.ie/developing-meaningful-kpis/>

### **CVC Code and Sport Ireland Code Performance**

Within the CVC code, there are specific obligations highlighted which, if being delivered, require a robust accountability and performance reporting process to be in place. For example, Principle 1 refers to the strategic plan to include key performance indicators and timelines, and the necessity to ensure there are monitoring and evaluation systems in place and progress reports to include comparative analysis. Principle 2 highlights the need for policies, procedures, and reporting mechanisms to make sure there is compliance with all relevant legal and regulatory requirements. Principle 3, in referring to the annual report, requires progress during the year against strategic objectives to be included.

Within the agreements with Sport Ireland, the need for strategic and operational plans are identified, and these include the key objectives of the LSP for the period, the outputs and outcomes expected from the LSP's activities during such period as well as the performance indicators/measures to be used to assess achievement of the LSP's objectives. Much work has been done by the LSPs to seek to meet the obligations of the CVC code and also the terms and conditions of the SI/LSP agreements.

According to the 2019 Sports Ireland Annual Report, all LSPs have adopted the use of a Single Item Measure (M1). M1 is an internationally validated self-report measure that allows an organisation to track an individual's rates of participation in sport and physical activity. The question asks participants to recall how many days they were active for 30 minutes or more (in line with the National Physical Activity Guidelines) in the last seven days. The question is asked of participants at programme registration, on the last day of

the programme, and at three months follow up. Those active for 0-1 day are classified as being inactive, 2-4 days as being somewhat active, and five + days as active. The role of Sport Ireland funded participation initiatives is to move participants from the inactive bracket towards the somewhat active and active brackets. To be able to demonstrate this movement over the lifetime of a range of programmes will mean that Sport Ireland can present strong visual evidence of the benefits of its work to government, partners, and the funded bodies, and therefore this forms the basis for performance reporting with Sports Ireland.

Therefore, any LSP receiving Sports Ireland funding will have activity-specific reporting requirements. Guidance in creating KPI's are found in their Guide to Completing Annual Work Plan. For media-related activities, a sample dashboard has been specifically developed and provided for the benefit of the LSPs.

### **Performance Metrics over Time – Research dimension**

It would be remiss not to point out that the LSP operational report and data requirements linked to funding sources provide an opportunity to engage in or to perform a longitudinal research programme. A longitudinal study is a research design that involves repeated observations of the same variables over short or long periods. LSP's is gathering information on their programmes, events, tasters, etc., to submit to funding organisations like Sports Ireland. This data could form the basis for establishing a sequence of events which could lead to, for example, Behavioural Change outcomes or at least the reporting of such. The benefit of a longitudinal study is that researchers can detect developments or changes in the characteristics of the target population at both the group and the individual level. This could help inform strategic plans and funding requests as the LSPs work to move the inactive to the active. However, longitudinal research is ex-post and, as such as limitations.

An alternative to the longitudinal research approach is presented through action research. This form of research was developed by Kurt Lewin (1951) when he carried out ground-breaking research on how human behaviour could be changed (towards democratic values and leadership). Action Research is a research method in which the researcher intervenes in

and during the research. This serves two purposes: it can bring about change during a research period and allows knowledge and theory to be generated concurrent to change initiatives. Simply put, action research allows the researcher (LSP) emphasises a problem that is immediate, urgent, and has local applicability. This process of research facilitates solution orientation to the issue in relatively considered real-time.

## **Level 2      Board and Staff Performance**

Ensuring effective accountability arrangements is a key obligation of the Board and should be an integral part of the relationship with the co-ordinator. This relationship will also provide a mechanism to formally advise where there are difficulties and challenges arising and where remedial action may be required. In addition to this, the annual review of performance of the Board, Committees, Non-Executive Directors (if applicable), Co-ordinators/Senior Executives, and staff at the LSP. Review of any role should be considered within the context of the specifications of the role and engagement of employment. The following represents some guidance as to best practice.

### **Board Performance**

The Board of LSP should be engaged in a yearly Board review and a Board Effectiveness Survey. Board effectiveness questions are set out in the appendices. The compiled results of the skills assessment and effectiveness survey, alongside the meeting attendance log, are used by the Board to carry out the annual assessment of the performance of the Board.

The co-ordinator or Company Secretary will notify the Board when any training opportunities arise that would be beneficial for the skills development of Directors.

### **Committees**

Similar procedures to those for the Board review are applied to evaluate the performance of each of the Board committees. An assessment will be made of the performance of each committee against each objective and areas identified where improvements can be made.



## **Non-executive directors**

In the event an LSP has engaged the resources of a non-executive director, the following might be considered during a performance appraisal:

- contribution to Board discussion and function;
- degree of independence including relevance of any conflicts of interest;
- availability for and attendance at Board meetings and other relevant events;
- contribution to LSP strategy, vision, and mission; and
- suitability to LSP.

Election and re-election should be in line with LSP constitutional guidelines.

## **Staff Performance**

### **Co-ordinator**

It is recommended that the Board annually review the performance of the co-ordinator.

This review will be performed within the remit of the employment terms and conditions in addition to agreement on the short/medium/long-term performance measure for the LSP.

At a minimum a performance evaluation should include (but is not limited to):

- financial measures of the LSP's performance;
- Compliance with funding agencies performance metrics;
- the extent to which key operational goals and strategic objectives are achieved;
- development of staff;
- compliance with legal and LSP policy requirements; and
- achievement of key performance indicators.

Formal appraisal forms should be utilised documenting job titles, the period under review, and ranking and performance guidelines. Measure rankings should be clearly outlined and can include but not limited to:

- (1) Unacceptable Performance.
- (2) Below Standard Performance.
- (3) At Required Standard.
- (4) Above Standard/Strong Performance.
- (5) Exceptional Performance.

A competency/performance section could include, but is not limited to, the following items:

*Table 5: Performance Appraisal*

Punctuality/Attendance	Knowledge of Job	Planning and organising
Productivity	Initiative	Relationship Building
Quality of Work	Reliability	Teamwork
Judgment (Strategic or Operational)	Dependability	Teamwork

Staff should be encouraged to consider the assessment of their performance against prior year goals, including the identification of major achievements, strengths, weakness, areas for improvement and development.

### Review

This policy is required to be approved by the Board and reviewed by the Board (at least annually).

*This policy should be read alongside the LSP Governance Framework, policies, and protocols.*

# Appendix

# LSP Board Template Work Programme

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Board private sessions ( without executive present)												
Introductory Matters (Confirmation of Quorum, Apologies, Declarations of Interests)												
Minutes												
Matters arising												
Standing items ( example) <ul style="list-style-type: none"> <li>• Co-ordinators Report</li> <li>• Risk Management</li> <li>• Financial Management</li> <li>• Child protection</li> <li>• Health &amp; Safety</li> <li>• Correspondence</li> </ul>												
Strategy/Business Plan / performance report												
Budget vs. Profile												
Committee Updates												
Stakeholder consideration/engagement												

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Annual Review of the effectiveness of the system of internal Control												
Annual Financial Statements												
Annual Report and Governance Statement												
Protected Disclosures Report												
Annual Budget Approval												
Annual Business Plan												
Board Review (Annual Review of its effectiveness (incl. that of its Committees)) and the extent to which the Board is delivering on its annual work programme. This review should include evaluation of organisation's actual performance by reference to the Annual Plan and Budget) * It would be good practice to carry this evaluation out annually, albeit the CVC requirement is for it to be carried out at least every 2-3 years. A Board Self-Assessment Evaluation Questionnaire is available.												
Performance review of co-ordinator (x2 a year)												
Board Matters – as listed within the schedule of matters and not addressed elsewhere in this template												

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Members business/questions												
A.O.B.												
On-demand/as and when required:- Governance Policies & Procedures E.g., at least annually, Board required to approve risk management plan and risk register, etc												
On-demand/as and when required:- <ul style="list-style-type: none"> <li>The Board must report to (and comply with all reporting &amp; oversight obligations to) any bodies they receive funding or assistance from as so required.</li> </ul>												

## Illustration - National Sports Policy 2018 – 2027 Goal Mapping

Figure 5: National Sports Policy 2018 - 2027

High Level Goals	Key Performance Indicators	Baseline 2017	Targets 2027	Measurement Timeframe
<b>Increased Participation:</b> A significantly higher proportion of Irish children and adults from all sectors of society are regularly involved in all forms of active and social participation in sport.	• Increased number of adults regularly playing sport (excludes recreational walking).	43%	50%	Biennially
	• Elimination of active sport participation gradient between men and women;	4.5%	0%	Biennially
	• Reduced levels of adult sedentarism <sup>15</sup>	22%	15%	Biennially
	• Increased number of children regularly playing sport;	TBD <sup>16</sup>	TBD	Biennially
	• Increased number of adults regularly involved socially in sport through volunteering, club membership and/or attendance	45%	55%	Biennially
<b>More Excellence:</b> There are more Irish athletes and teams systematically and fairly achieving world-class results at the highest level of international competition.	• Increase in number of medals at successive Olympics and Paralympics	13 (2016)	20 (2028)	Quadrennially
	• Country ranking in Olympics Medal Table	62 (2016)	Top 50 (2028)	Quadrennially
	• Country ranking in Paralympics Medal Table	28 (2016)	Top 20 (2028)	Quadrennially
	• Increase in numbers of medals at junior & senior European and World level	255 (Rio Cycle 2013-2016)	290 (LA Cycle 2025-2028)	Quadrennially
<b>Improved Capacity:</b> We will have "fit for purpose" Irish sporting bodies (NGBs, LSPs and clubs) with strong leadership, ethics and governance at all levels, professionals and volunteers suitably trained and developed, and modernised working methods and systems. There will be greater levels of cooperation within and across sport, and between sport and other sectors, private and public.	• Increase in numbers of NGBs and LSPs adopting the Governance Code for the Community, Voluntary and Charity (CVC) Sector	8 (NGBs) 2 (LSPs)	All 65 NGBs All 29 LSPs	Annually
	• Increase in number of all other funded sports bodies adopting the CVC Governance Code	1	All	Biennially
	• Progress towards greater gender balance in Board membership of funded sports bodies	TBD	30% minimum on each Board	Biennially
	• Improved workforce capacity in the sporting sector	TBD	TBD	Biennially
	• Quality of facility infrastructure	TBD	TBD	TBD <sup>17</sup>

<sup>15</sup> Sedentarism in this context means not engaging regularly in either sport or recreational walking.

<sup>16</sup> Baselines and Targets will be set following the publication of the 2018 Children's Sport Participation and Physical Activity (CSPPA) Study in 2018.

<sup>17</sup> For KPIs under the 'Improved Capacity' section, research will be conducted following the publication of this policy to inform baselines and targets

# LSP Performance Indicator Finance

## Summary Monthly Report : Local Sport Partnership

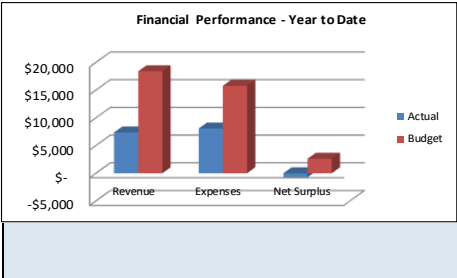
### FINANCIAL

Reporting Month: Jun-20

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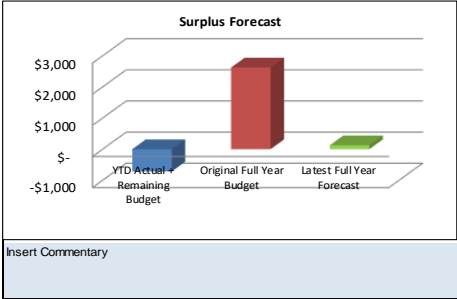
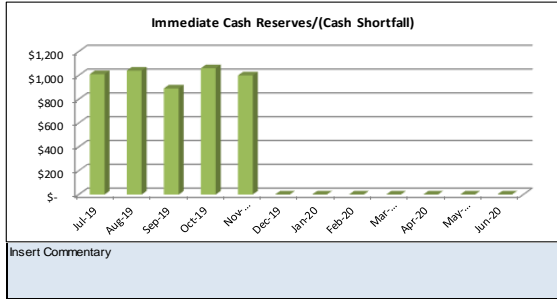
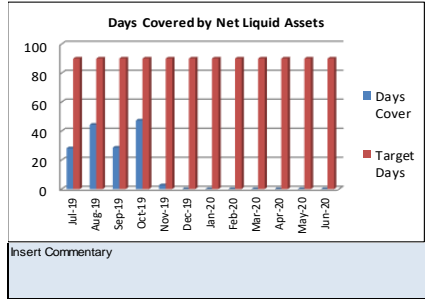
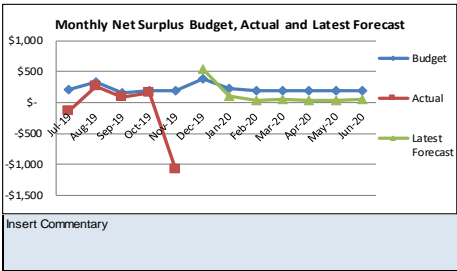
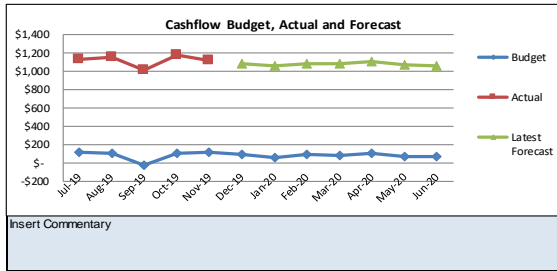
Financial Performance	Jun-20			YTD		
	Actual	Budget	Variance	Actual	Budget	Variance
Total Income	\$ -	\$ 1,500	-\$ 1,500	\$ 7,354	\$ 18,403	-\$ 11,049
Total Expenses	\$ -	\$ 1,315	\$ 1,315	\$ 8,070	\$ 15,780	\$ 7,710
Net Surplus	\$ -	\$ 185	-\$ 185	\$ 716	\$ 2,623	-\$ 3,339
Remaining unsecured budgeted income:			\$ -			
Percentage of full year unsecured income collected:			41.25%			
Amount ahead/behind unsecured income budget:			-\$ 1,410			
Latest expected full year surplus/shortfall in unsecured income:			-\$ 250			

Income in August was higher than expected due to a one off grant being received from XYZ. However, program and training course expenses were significantly over budget due to having to rewrite manuals and procedures.



Financial Position	Jun-20
Cash On Hand	\$ -
Working Capital	\$ -
Total Assets	\$ -
Total Liabilities	\$ -
<b>Total Equity</b>	<b>\$ -</b>
Overdue Receivables	\$ -
Overdue Payables	\$ -

Insert Commentary





# Monthly Financial Report : Local Sport Partnership

[ insert logo here ]

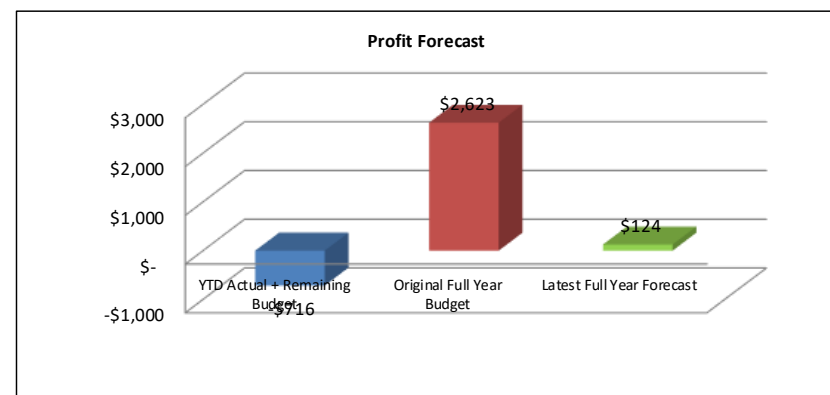
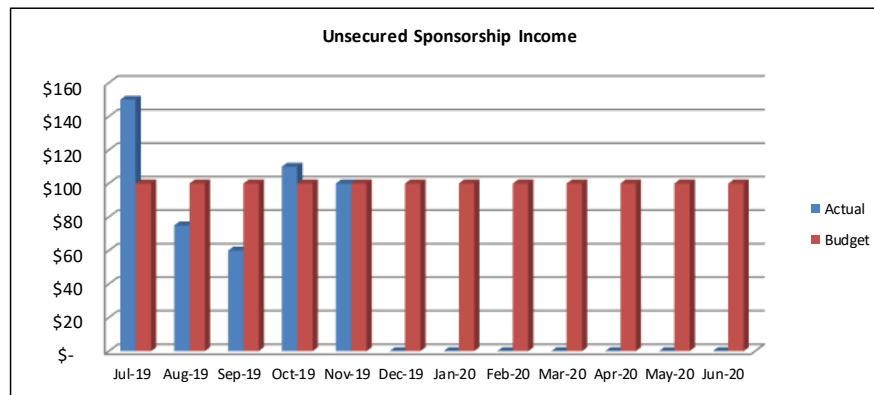
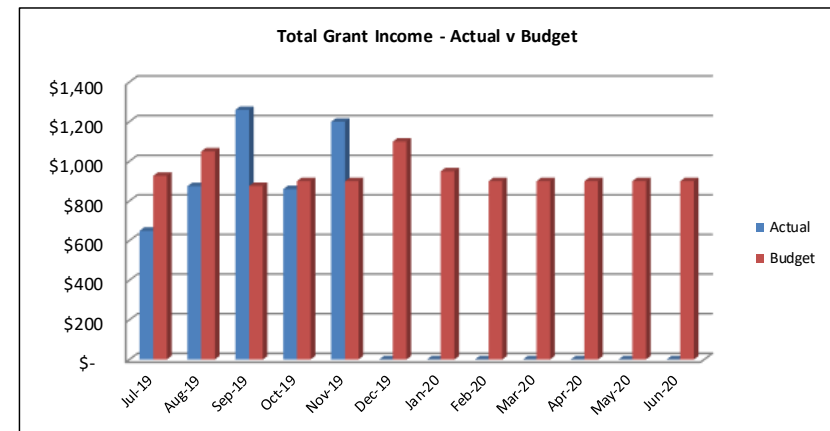
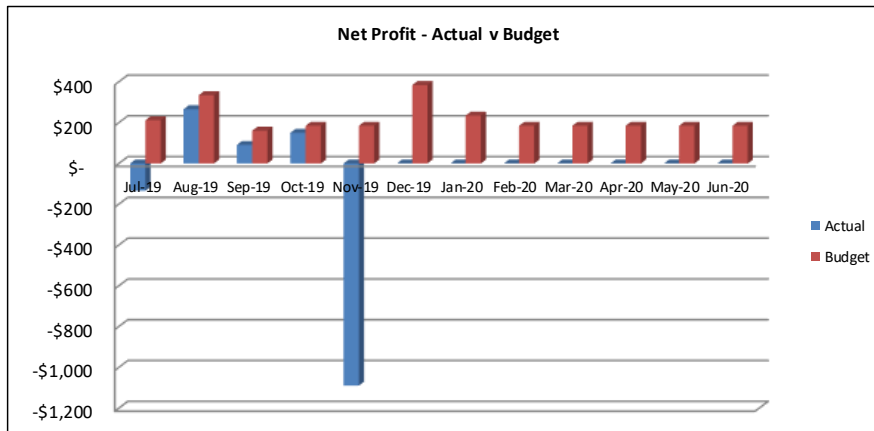
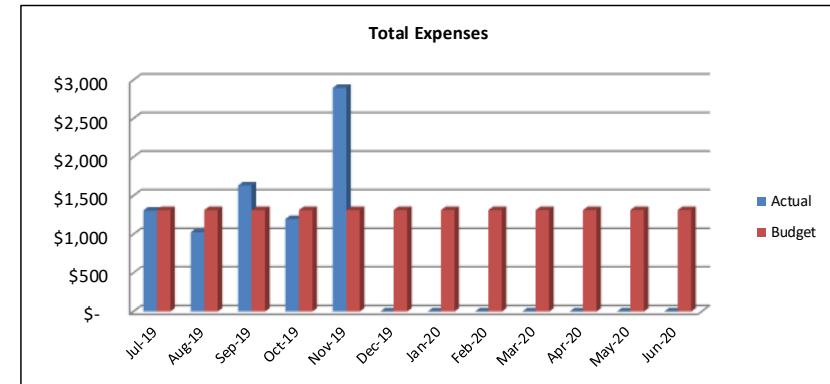
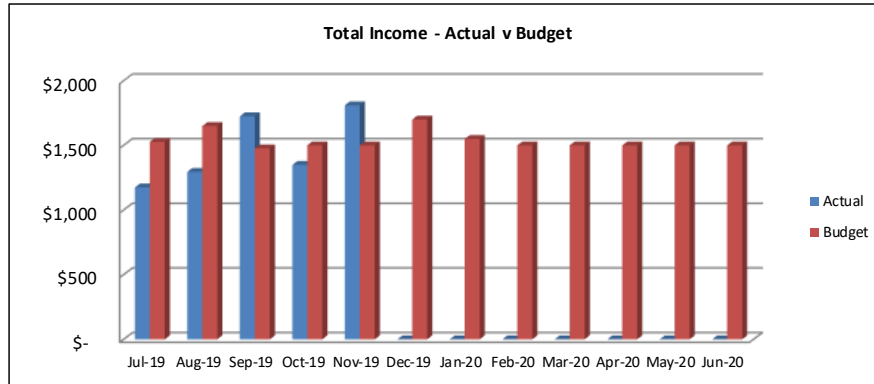
## Financial Summary for This Month : Local Sport Partnership

### Statement of Financial Performance

	Jun-20 Actual	Jun-20 Budget	Jun-20 Var \$	Jun-20 Var %	YTD Actual	YTD Budget	YTD Var \$	YTD Var %	YTD plus Remaining Budget
<b>Income</b>									
Membership Fees	-	100	(100)	-100% *	519	1,200	(681)	-57% *	519
Sponsorship Income (Secured)	-	100	(100)	-100% *	475	1,200	(725)	-60% *	475
Sponsorship Income (Unsecured)	-	100	(100)	-100% *	495	1,200	(705)	-59% *	495
Grants (Secured)	-	800	(800)	-100% *	4,350	10,003	(5,653)	-57% *	4,350
Grants (Unsecured)	-	100	(100)	-100% *	495	1,200	(705)	-59% *	495
Event Income	-	100	(100)	-100% *	475	1,200	(725)	-60% *	475
Other Income	-	100	(100)	-100% *	495	1,200	(705)	-59% *	495
Other Income	-	100	(100)	-100% *	50	1,200	(1,150)	-96% *	50
Other Income	-	-	-	0% ✓	-	-	-	0% ✓	-
<b>Total Income</b>	-	<b>1,500</b>	<b>(1,500)</b>	<b>-100% *</b>	<b>7,354</b>	<b>18,403</b>	<b>(11,049)</b>	<b>-60% *</b>	<b>7,354</b>
<b>Expenses</b>									
Administration Costs	-	200	200	100% ✓	935	2,400	1,465	61% ✓	935
Advocacy	-	100	100	100% ✓	480	1,200	720	60% ✓	480
Audit Fees	-	3	3	100% ✓	15	36	21	58% ✓	15
Depreciation	-	200	200	100% ✓	935	2,400	1,465	61% ✓	935
Interest Charges	-	200	200	100% ✓	935	2,400	1,465	61% ✓	935
Programs and Training Courses	-	200	200	100% ✓	2,845	2,400	(445)	-19% *	2,845
Talent Development	-	100	100	100% ✓	480	1,200	720	60% ✓	480
Event Costs	-	3	3	100% ✓	15	36	21	58% ✓	15
Other	-	200	200	100% ✓	935	2,400	1,465	61% ✓	935
Other	-	100	100	100% ✓	480	1,200	720	60% ✓	480
Other	-	3	3	100% ✓	15	36	21	58% ✓	15
Other	-	-	-	0% ✓	-	-	-	0% ✓	-
<b>Total Expenses</b>	-	<b>1,315</b>	<b>1,315</b>	<b>100% ✓</b>	<b>8,070</b>	<b>15,780</b>	<b>7,710</b>	<b>49% ✓</b>	<b>8,070</b>
<b>Net Surplus / (Deficit)</b>	-	<b>185</b>	<b>(185)</b>	<b>-100% *</b>	<b>(716)</b>	<b>2,623</b>	<b>(3,339)</b>	<b>-127% *</b>	<b>(716)</b>

### Variance Explanations and Commentary

Grants (Secured) - secured grant income was incorrectly budgeted for in the current month based on contracts in place at the beginning of the year. Likely to be as budgeted for the rest of the year.  
 Program and Training courses - unexpected costs incurred due to having to rewrite manuals for rule changes



# LSP Performance Indicator Media Outreach Dashboard



# LSP Performance Indicator Sport Training Metrics



## LSP Stakeholder Analysis Illustration

<i>Stakeholder Group</i>	<i>Internal/ External</i>	<i>Strategy/ Objective</i>	<i>Issue ID</i>	<i>Priority</i>	<i>Response/Tactic</i>	<i>Medium/ Platform</i>	<i>Outcome Measurement</i>
<b>Board Members</b>	<i>Internal</i>	<i>Strategic Plan Link</i>	<i>Wants improved budget communication/reports</i>	<b>1</b>	<i>How to address the issue.</i>	<i>Internal Report</i>	<b>Better financial oversight</b>
<b>Clients/LSP members</b>	<i>External</i>	<i>Strategic Plan Link</i>		<b>1</b>			
<b>Employees</b>	<i>Internal</i>	<i>Strategic Plan Link</i>	<i>Upskilling on social media</i>	<b>1</b>			
<b>Sport Ireland</b>	<i>External</i>	<i>Strategic Plan Link</i>	<i>Funding visibility</i>	<b>2</b>	<i>Case Study creation</i>	<i>Report</i>	<b>More funds?</b>
<b>Sports Media</b>	<i>External</i>	<i>Strategic Plan Link</i>	<i>Local only, no national visibility</i>	<b>3</b>			
<b>LSP participants</b>	<i>External</i>	<i>Strategic Plan Link</i>		<b>3</b>			

<i>Stakeholder Group</i>	<i>Internal/ External</i>	<i>Strategy/ Objective</i>	<i>Issue ID</i>	<i>Priority</i>	<i>Response/Tactic</i>	<i>Medium/ Platform</i>	<i>Outcome Measurement</i>
<b>General:</b>  <i>Online  Social Media  Marketing  campaigns  Specific Marketing  campaign  Influencers</i>		<b>Strategic  Plan Link</b>		3			

### Table Terms Explanation

**Stakeholder Group:** Stakeholders include internal and external individuals and groups who have, or could have, any interest in or influence on the operation of the organisation. The stakeholders list will include board members, employees, general public, politicians and officials, suppliers, customers/clients/service users, trade unions, partners, trade and professional bodies, media, and related entities. The stakeholder list will be specific to each organisation, depending on the nature of its work.

**Internal/External:** Internal means connected directly do and working within the organisations, whereas external means all other stakeholders.

**Strategy/Objective:** The stakeholder communication plan is linked to all facets of the organisation and is building upon the Strategic Plan objectives and goals and modified for Stakeholder context. All communication objectives must clearly support your organisation in achieving its stated goals. Similar to strategic objectives, communications objectives should form SMART principles (Specific, Measurable, Achievable, Realistic, and Time-bound). **A year from now, what do we want to have achieved from a communications point of view that will support our organisation in achieving its goals?**

**Issues:** What communication issue/action is required.

**Priority:** How important is this communication issue. The level of importance is based on the following ranking:

1 = Highest priority – most likely to receive time, resources.

2 = Strong priority – likely to receive time, resources.

3 = Lesser priority – needs to be addressed but less important than 1 and 2

4 = Low priority – as indicated.

**Response/Tactic:** Details of how the communication issue is being addressed

**Medium/platform:** Mode of communication

**Outcome Measurement:** What is the impact of the communication action. How was success measured. The grid should complement the development of a quarterly communication calendar for stakeholder interactions where the results can be evidenced either through interview, questionnaire, focus groups, etc.

## Board Effectiveness Review Questions

Creating an effective Board	More satisfied					Less satisfied	1	5	What could the board do better or differently?
	2	3	4	5					
Are you satisfied that the board has clearly documented its role and responsibilities (e.g., schedule of matters reserved for the board, split of the role between the chairperson and Co-ordinator)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Are you satisfied that board members, both individually and collectively, understand what is expected of them (e.g. determining the organisation's strategic aims)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Are you satisfied with the process by which board members are appointed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Are you satisfied with the appropriateness of the succession plans in place?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Are you satisfied that board members, as a whole, have sufficient skills, experience, time, and resources to undertake their duties?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Are you satisfied that there is sufficient diversity in the boardroom (e.g., diversity of experience, gender balance, balance of sexual orientations)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				



Are you satisfied that board members have sufficient understanding of the sector in which it operates?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that all board members demonstrate the highest level of integrity (including maintaining utmost confidentiality and identifying, disclosing, and managing conflicts of interest)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied with the level of 'secretarial support' placed at the board's disposal?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied with the process in place to make funds available to the board to take independent legal, accounting, or other advice when it feels it needs to do so?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Running an effective Board</b>	<b>More satisfied</b>	<b>Less satisfied</b>			<b>What could the board do better or differently?</b>	
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
Are you satisfied that the board has in place a set of objectives that seek to enhance its effectiveness?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied with the chairperson's leadership style (e.g., are they decisive, open-minded, and courteous, do they set a good example, allow members to contribute and hold members to high standards, do they relate well to other members/ attendees, deal effectively with dissent and work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

constructively towards consensus)?					
Are you satisfied that the board's workload is dealt with effectively?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you satisfied that board members work together constructively as a team?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you satisfied that board meetings are conducted in a manner which encourages open discussion, healthy debate and allows each board member to clearly add value to discussion and decisions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are board meetings conducted in an atmosphere of creative tension?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you satisfied that the relationship between a) the board and b) the Co-ordinator and senior management strikes the right balance between challenge and mutuality?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you satisfied that the board's schedule of matters is up to date and regularly reviewed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you satisfied that the board's meeting arrangements (e.g., frequency, timing, duration, venue, and format) enhance its effectiveness?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you satisfied that the board's meeting agenda has sufficient input from all board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

members?					
Are you satisfied that board meetings allow for sufficient time for the discussion of substantive matters?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you satisfied that board meeting agendas and related background information are circulated in a timely manner to enable full and proper consideration to be given to the important issues?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you satisfied with the quality of the board papers (e.g., not overly long and clearly explain the key issues and priorities)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you satisfied that the board has the appropriate subcommittees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you satisfied the board is informed of each subcommittee activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you satisfied that the board's meeting minutes are clear, accurate, consistent, complete, and timely?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you satisfied that outstanding actions arising from board meetings are properly followed up?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you satisfied that the processes in place for ensuring the board is kept fully informed on all material matters between meetings is working effectively?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Professional development	More satisfied 1 Less satisfied 2 3 4 5					What could the board do better or differently?
	2	3	4	5		
Are you satisfied that new board members are given an appropriate induction programme covering issues like the role of a director; its terms of reference; expected time and commitment; an overview of the organisation and its strategic objectives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied with timeliness and appropriateness of ongoing professional development received by the board (e.g., regulatory matters, director's liability)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that board members are afforded appropriate opportunities to attend formal courses and conferences, internal talks and seminars, and briefings by external advisers such as the organisations auditors and lawyers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that any induction and professional development programmes adequately equip board members to understand the business environment in which the organisation operates?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Strategic foresight	More satisfied Less satisfied 1					What could the board do better or differently?
	2	3	4	5		
Are you satisfied that the board devotes significant time to determining (via management and other sources) the emerging issues that could affect the organisation in the future?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that the board has a good understanding of the key drivers of the organisations performance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that the board appropriately uses scenario planning as a fundamental process in the evaluation of strategic risks?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that the majority of the board's time is spent on issues relating to the strategic direction and not the day-to-day management responsibilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that the organisation's purpose (mission) and vision been defined and clearly communicated at all levels within the organisation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

<b>Stewardship</b>	<b>More satisfied</b>		<b>Less satisfied</b>		<b>What could the board do better or differently?</b>	
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>		
Are you satisfied that the board understands and fulfils its stewardship role?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that the organisations risk management processes provide to the board a full understanding of the high-risk issues that could impact the organisation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that board members are fully informed in relation to the issues not covered by the existing Directors and Officers Insurance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that there is an adequate policy in place for dealing with potential conflicts of interest and confidential information?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Performance evaluation</b>	<b>More satisfied</b>		<b>Less satisfied</b>		<b>What could the board do better or differently?</b>	
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>		<b>5</b>
Are you satisfied that your existing range of financial and non-financial performance measures are broad enough to monitor management's performance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that your existing performance measures are linked to the organisation's strategy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that the organisations						

performance is adequately benchmarked against its peers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that management's remuneration is appropriately linked to the organisations performance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that the board has in place an appropriate process for regular board, committee, and individual board member evaluation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that all actions arising from the performance evaluation are followed up?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that the board performance assessment process enhances board effectiveness/	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Managing management</b>	<b>More satisfied</b>	<b>Less satisfied</b>			<b>What could the board do better or differently?</b>	
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
Are you satisfied that the board has an agreed process to adequately support the Co-ordinator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that the board has in place a rigorous process to evaluate the performance of the Co-ordinator, with input from all board members?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that the board is appropriately engaged in Exec Director/ Senior management succession planning?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Are you satisfied that there are appropriate delegation authorities in place for management and that they are regularly reviewed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that the organisation's culture encourages board members to discuss agenda and other issues with senior management?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that bad news is communicated to the board as it arises?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that the Co-ordinator and senior management receive constructive support from the board?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Organisational culture</b>	<b>More satisfied</b>	<b>Less satisfied</b>	<b>What could the board do better or differently?</b>			
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
Are you satisfied that the board's comprehension of the organisation's purpose, vision, and strategic plan is reflected in actions taken in the boardroom?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you satisfied that the board plays an appropriate pro-active role in change?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Additional Comments ( please free to add additional comments in relation to areas where improvements may be possible

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# Declaration of Receipt and Acceptance of Forms

Name (Block Capitals): \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

**Example: Code of Conduct**

Please read and sign this Declaration and return it to the Board Secretary.

DECLARATION:

I have read and understood the Code of Business Conduct

Signed:

\_\_\_\_\_  
Member of the Local Sports Partnership

Date:

\_\_\_\_\_