

**MAKE
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Governing With Integrity

Good Governance
for INF Regions and Members



INTERNATIONAL
NETBALL
FEDERATION

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Workshop Outline

- Good Governance
- Vision, Mission and Strategy
- Constitution
- Rules, Regulations, Policies or Procedures (e.g. safeguarding, anti-doping, conflict of interest, code of conduct, disciplinary procedure)

Good Governance

What is it?

Why is it important?

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Good Governance – IOC

IOC Basic Universal Principles of Good Governance:

“All members of the Olympic Movement should adopt, as their minimum standard, the Basic Universal Principles of Good Governance of the Olympic Movement, as proposed by the IOC”

Good Governance

IOC Basic Universal Principles of Good Governance:

- Vision, mission and strategy
- Structures, regulations and democratic process
- Highest level of competence, integrity and ethical standards
- Accountability, transparency and control
- Solidarity and development
- Athletes' involvement, participation and care
- Harmonious relations with governments while preserving autonomy

Good Governance - Importance

- Accountability e.g. public expenditure, stakeholders
- Promotes ethical behaviour that minimises financial or reputational risk
- Condition of autonomy
- Stakeholder acceptance
- Credibility
- Professional/sustainable work methods – provides structure to an organisation's actions

Good Governance - INF

- INF 2020 Strategic Plan –
“Governing With Integrity”

As an International Federation, our aim is to set the example for our Members in the establishment of good governance practices that will stand up to the scrutiny of all our stakeholders.

Within our governance systems we will continue to create opportunities for individuals to develop their leadership potential, so that they serve the Federation in a responsible and resolute manner that embodies our values of excellence, integrity, fairness and transparency.

GOAL 1

Maintain an exemplary Governance Framework that is the benchmark for the sport of netball

KPI:

- Governance framework and policies that are the “Best in Sector” assessed through internal and external benchmarking utilising IOC and other appropriate guidelines

GOAL 2

Engaged and Proactive Members and Regional Federations

KPIs:

- Members and Regional Federations that are clear on their role and responsibilities within the overall Governance Framework for netball and are active and dynamic participants at Congress and Regional AGMs and within their local associations
- Member Federations engaged in safeguarding programmes

GOAL 3

Netball - a drug free sport

KPIs:

- No Anti-Doping Rules Violations
- Education programmes that promote drug-free sport and celebrate the clean athlete

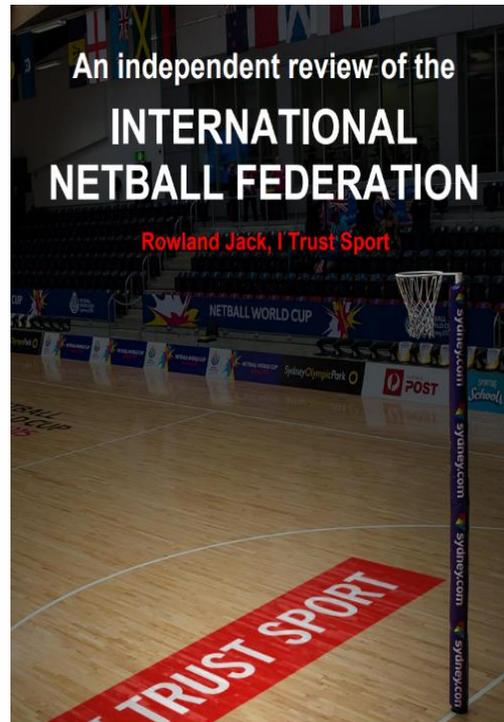
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Good Governance - INF

- Self Assessment
- Governance Review – iTrust Sport (October 2017)



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Good Governance – iTrust Sport Review

No	Theme / Recommendation	Detail	ASOIF questionnaire reference
A	Electoral system		
A.1	Develop campaigning rules for election candidates	Develop campaigning rules for election candidates including, for example: <ul style="list-style-type: none"> - General conduct - Promotion in media - Use of promotional materials - Gifts and hospitality - Travel and attendance at meetings and events - Ensuring equal treatment of candidates 	4.2
A.2	Develop detailed election procedural rules	Develop and publish detailed election procedural rules covering a range of scenarios	4.3
A.3	Publish voting numbers after elections	Publish a full breakdown of votes for all candidates after elections	4.1
A.4	Remove exemption to term limits allowed for “exceptional circumstances”	Amend Articles so that the term limits apply without exception	4.6
A.5	Consider adding an independent, non-executive director to the board	Consider adding a further member of the board, who would be an independent, non-executive director selected through open recruitment. This could be a way to fill any perceived skills gap and it might also increase diversity of thought on the board.	4.7

Good Governance – iTrust Sport Review

B	Transparency		
B.1	Publish congress documents without password protection	Publish key Congress documents openly without password protection, including: <ul style="list-style-type: none"> – Invitation – Agenda – Minutes – Background documents – Positions open for election/appointment (It is acknowledged that there may be occasional topics or documents relevant to Congress which are not suitable for publication)	2.9 & 4.4
B.2	Publish official INF decisions in a designated website section	Publish official decisions taken by the congress, board and other committees systematically in a designated section on the website; on occasion these decisions may merit a news item as well	2.10
B.3	As a policy, presume that information should be published unless there is a reason not to do so	As a general principle, the assumption should be that information will be published unless there is a reason not to; this is not intended as a criticism as the INF is already transparent in many important areas; however, there is room to go further, for example in making an explicit reference that there have not been disciplinary cases in the previous 12 months etc.	3.10 and elsewhere
B.4	Provide a worked example of calculation for world rankings	Publish a worked example showing how the world rankings are calculated to provide reassurance about how the system works	2.10
	Other recommendations		
C.1	Develop a sustainability policy which includes environmental sustainability	Develop a sustainability policy which includes environmental sustainability as one of its themes; this might be a task for the Sustainability and Development Working Group	3.6 & 5.4
C.2	Develop a rolling INF policy review programme	Put in place a rolling review programme to ensure that INF policies and processes are reviewed at least every four years	3.3, 6.6

Good Governance

Implementing good governance principles is an ongoing process - we can always be better!

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Good Governance

QUESTIONS

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Workshop Focus

- **Vision, Mission and Strategy** - IOC Principle 1
Vision, Mission/Strategy
- **Constitution** - IOC Principle 2
Structures/Regulations/Democratic Process
- **Key Policies/Procedures** - IOC Principle 2
Conflicts of Interest/Code of Conduct/Disciplinary Procedure

VISION AND STRATEGY

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Vision, Mission and Strategy

- Clear vision, mission and strategy provide a clear direction
- **Vision:** long term view – desired or intended future state
- **Mission:** organisation's fundamental purpose
- **Strategy:** organisation's areas of priority to achieve mission
- Vision and mission aligns with the strategy
- NA leadership creates the vision, mission, strategy
- Needs to be clearly defined/communicated

Vision, Mission and Strategy – INF

Vision (our strategic direction)

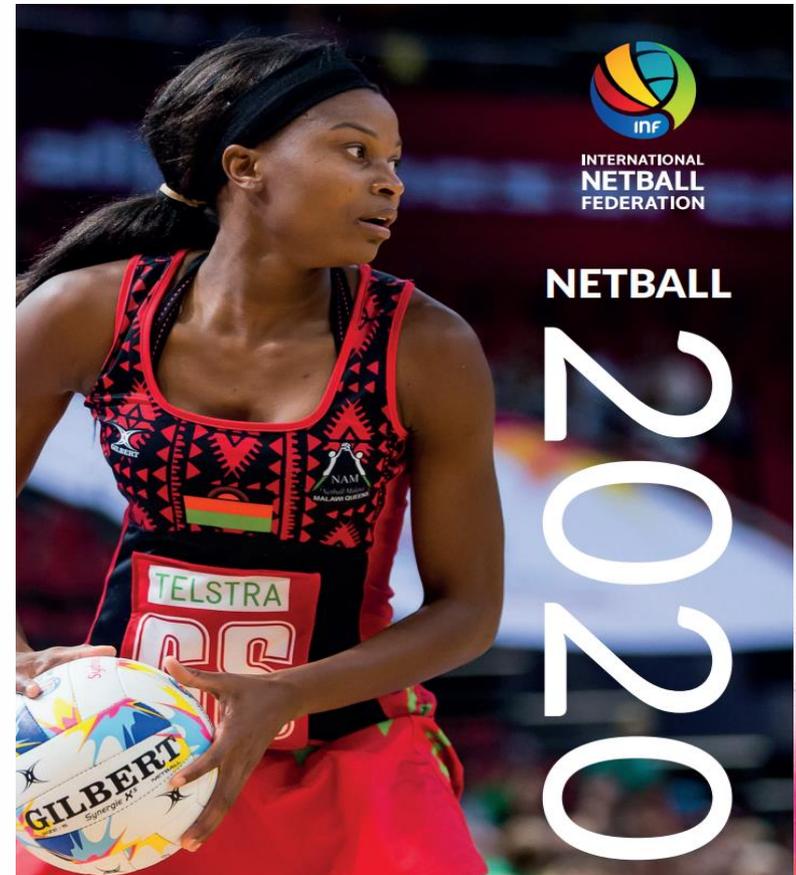
A socially responsible sports movement, recognised universally for its positive impact on people and communities around the world.

Mission (our purpose)

INF promotes empowerment by working with our Members, from grass roots to elite, to provide safe and supportive environments to develop life skills and to sustain growth.

Values (our culture and beliefs)

We aspire to **Excellence** in everything we do. We hold the principles of **Fairness** and **Integrity** at the heart of our sport. We create opportunities to foster lifelong **Friendship** through the love of netball.



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Vision, Mission and Strategy

WORKSHOP ACTIVITY

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CONSTITUTION

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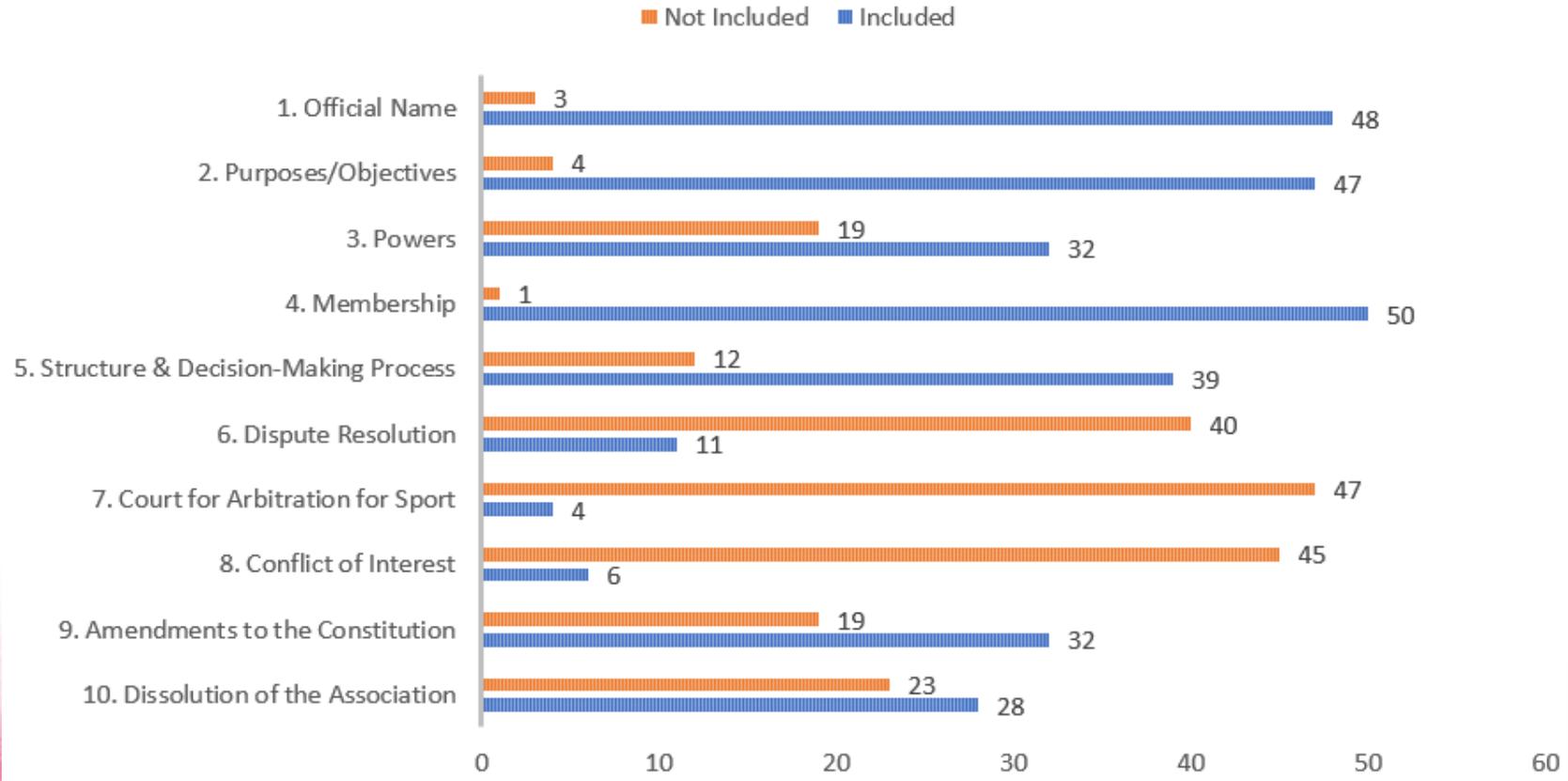
Constitution

- Document sets out the principles under which the NA will be organised/governed
- Takes into account interests of Members and netball community that NA serves
- Legal form will determine form of constitutional document e.g. unincorporated association, Limited Liability Company, registered charity etc
- Must comply with national law

INF Constitution

- INF is a Limited Liability Company - Memorandum and Articles of Association (*available* www.netball.sport)
- INF Constitutional Guidance outlines basic components of a constitution
- Constitution audit exercise

Constitution – Audit Exercise



Constitution - Discussion

- Have you looked at the guidance on a model constitution for Members?
- Was that guidance useful? What further support (if any) would Members like to have?
- There are some clauses that the INF would expect to see in a constitution which are not present in some constitutions. Why? Is this for legal reasons, an oversight, another reason etc?

POLICIES

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Policies

- Rules, regulations, policies, procedures facilitate good governance
- Regulate and organise the NA and the sport within each country
- Must be clear, transparent, disclosed, publicised, readily available
- **Examples of key policies:** anti-doping, safeguarding (both discussed in other workshops), **conflicts of interest, code of conduct, disciplinary procedure**

CONFLICTS OF INTEREST

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Conflicts of Interest

- IOC Principle 2.8, Conflicts of Interest:

“As a general principle, members of any decision-making body should be independent in their decisions. No-one with a personal or business interest in the issue under discussion should be involved in the decision. Adequate procedures should be established in order to avoid any conflicts of interests.”

Conflicts of Interest

- **Conflict of interests:** situation in which interests are not independent of each other; obligation to divest of one or more roles may arise e.g. coach sitting on a team selection panel in which athletes she coaches are considered for selection

Conflicts of Interest

- Describes a situation in which a personal or professional interest comes into conflict with the obligation to serve the interest of another
- Depends on situation/scenario as to whether a conflict of interest arises
- Conflict of interest can be actual, potential or perceived

Conflicts of Interest

- Important to have policy because:
 - complex relationships within sport
 - conflicts of interest undermine good governance
 - maintains credibility in an organisation
 - maintains impartiality of decision-making

Conflicts of Interest Policy

- Managing conflicts of interest, requires a policy or a code
- **Policy Purpose:**
 - To assist identify when a conflict arises/how to identify a conflict; and how to react when one arises
 - To manage conflicts of interest

Conflicts of Interest Policy

Policy Content:

- Description of what may constitute a conflict of interest
- Identify action to take when one arises e.g. refusal/abstinence from taking part in decision-making, removal from position
- Require declaration of interests prior to decision-making or appointments

Conflicts of Interest

WORKSHOP ACTIVITY

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CODE OF CONDUCT

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Code of Conduct

- Guidance or rules that set/s behaviour expected of everyone in the organisation and wider netball community e.g. leadership, clubs, teams, athletes, referees, coaches, volunteers etc.
- Implements the mission/instils the organisation's values
- IOC Principle 2
- **Content:**
 - Describes to whom it applies
 - States the behavioural rules/conduct that organisation wants to set as a minimum requirement
 - Identifies action taken if breached
 - Should not conflict with the INF's minimum standards
 - Should not conflict with national law

DISCIPLINARY PROCEDURE

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Disciplinary Procedure

- Procedure through which allegations regarding misconduct, code of conduct breaches, unethical behaviour, integrity breaches etc may be sanctioned
- Procedure content may be influenced by national law
- IOC Principle 2
- Should be fair and provide the person against whom the allegation is made the opportunity to respond
- **Minimum requirements:**
 - investigation
 - fair and impartial hearing
 - appeal

INF Disciplinary Procedure

- Currently contained in the INF Disciplinary and Dispute Regulations (November 2014)
- Under review (together with INF Code of Conduct)
- **NB: Court of Arbitration for Sport – INF expectation is at a national level it will be the final arbiter, if possible**

Code of Conduct/Disciplinary Procedure

WORKSHOP ACTIVITY

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Conclusion

- Good governance is an important on-going process that needs to be lead from the top
- A NA must have: a vision, mission and strategy; a strong constitution; and clear, transparent rules, regulations and policies that organise/regulate the sport in their country e.g. anti-doping, safeguarding, conflict of interest, code of conduct and disciplinary procedure.
- **Next steps:** INF plan of action to develop and monitor issues highlighted in this workshop.