

ANNUAL CONFERENCE 2025

Setting the pace
in debating integrity

Thursday 1st May 2025
Leonardo Royal Hotel St Paul's,
London

 **SPORT
RESOLUTIONS**
ANNUAL CONFERENCE 2025

**WINSTON
& STRAWN**
LLP

 #SportRes2025



CELEBRATING 10 YEARS

2015-2025

ABOUT THE CONFERENCE

Setting the Pace in Debating Integrity

As with our previous events, this year's conference will explore some of the most pressing issues in sport, brought to life by panels of leading professionals and industry experts. We're proud to have the continued support of Winston & Strawn LLP as our sole event sponsor.

We've once again secured a world-class line-up of speakers who will share insight, spark discussion, and challenge perspectives - guided throughout the day by our esteemed moderator, television presenter Jacqui Oatley MBE.

A special thank you to Winston & Strawn LLP for their generous sponsorship. We hope you find the sessions thought-provoking and inspiring, and we look forward to welcoming you to what promises to be another standout annual event for Sport Resolutions.

Join the conversation using  **#SportRes2025**

ABOUT THE CONFERENCE SPONSOR

Winston & Strawn is proud to sponsor the Sport Resolutions Annual Conference 2025 - an event we've had the privilege of supporting for the past nine years.

We are especially honoured to be part of this year's 10th anniversary conference, celebrating a decade of insightful discussion and thought leadership in the world of sport.

Winston is proud to support this milestone event and to continue our partnership with a not-for-profit organisation committed to the highest standards of integrity and transparency in sport.

Our firm has a long-standing connection to the sports industry, built through strong relationships with athletes, player associations, and other key stakeholders. From landmark cases to governance and athletes' rights, our work reflects a deep commitment to the issues shaping the future of sport.

This sponsorship underscores our dedication to promoting dialogue around the legal challenges facing sport and the effective resolution of sports-related disputes. We look forward to another engaging and impactful conference in 2025.



WINSTON
& STRAWN
LLP

Winston & Strawn LLP has one of the world premier sports law practices. Their work has included some of the most famous legal matters in sports history including *Alston v. NCAA* (the case that culminated in a 9-0 Supreme Court victory for the college players against the NCAA); the US\$2.15B

Los Angeles Dodgers acquisition; *McNeil v. the NFL* (the landmark antitrust jury trial that led to the establishment of free agency in the NFL); the multi-billion-dollar construction and permanent financings for SoFi Stadium; and *Morgan v. USSF* (the case that led to a historic equal pay settlement for the players on the Women's National Team).

Winston & Strawn's team represents leading player associations, professional athletes, player classes in antitrust and other litigation, sports ownership groups, sports event organizers, intellectual property licensees and licensors, media companies, sports agents, lenders and underwriters of team and sports facility debt, governmental entities, coaches, competing sports leagues, sponsors, and others involved in disputes in the sports industry. The firm also has a high-quality transactional capability and represents purchasers of sports teams and financiers of stadiums - including financings of some of the most cutting-edge sports facilities in the world such as Real Madrid's 81,000-seat Santiago Bernabéu Stadium.

For further information visit: www.winston.com

CONFERENCE AGENDA

08:00 - 09:00

WISLaw Networking Breakfast

08:45 - 09:15

Registration / Breakfast

09:15 - 09:25

**Welcome by Richard Harry,
Chief Executive, Sport Resolutions**

09:25 - 09:30

**Welcome by Peter Crowther,
International Managing Partner, Winston & Strawn LLP**

09:30 - 10:30

**Safeguarding in sport: Rethinking legal approaches
and the case for global standards**

10:30 - 11:15

Is there a link between contact sport and MND?

11:15 - 11:45

Coffee Break & Networking

11:45 - 13:00

**Contamination: Unpacking athlete
responsibility and misconceptions**

13:00 - 14:30

Lunch & Networking

14:30 - 15:30

**The governance of football – is it broken
and does it need fixing?**

15:30 - 16:00

The Supreme Court ruling and its impact on sport

16:00 - 16:15

**Closing remarks by Audley Sheppard KC,
Independent Chair, Sport Resolutions**

16:30 - 18:30

Drinks reception sponsored by Winston & Strawn LLP

WINSTON & STRAWN IS PROUD TO SUPPORT

Sport Resolutions Annual Conference 2025

Winston has one of the world's premier sports law practices and our work has included some of the most famous legal matters in sports history.

KEY AREAS

Sports disputes · athlete welfare and safeguarding · contract negotiations · collective bargaining agreements · doping allegations · sponsorships and promotions · funding · brand potential and intellectual property rights · sports related financial transactions · stadium financings

SELECTED CLIENTS

British Elite Athletes Association · Professional Footballers' Association (PFA) · National Football League Players Association (NFLPA) · United States Women's National Soccer Team (USWNT) · National Basketball Association Players Association (NBAPA) · Major League Baseball Players Association (MLBPA) · North American Soccer League (NASL)



SCAN THE QR CODE TO
LEARN MORE ABOUT
OUR SPORTS PRACTICE

“Winston's sports law group is one of the best in the business.”

CHAMBERS 2024 – SPORTS LAW BAND 1

“The team provides outstanding service and response time.”

CHAMBERS 2024 – SPORTS LAW BAND 1

“the team at Winston & Strawn LLP has extensive experience acting in high-profile litigation and arbitration proceedings”

THE LEGAL 500 – SPORT TIER 1

 **SPORT
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SESSION DETAILS

SESSION 1

Safeguarding in Sport: Rethinking legal approaches and the case for global standards

It is good practice for safeguarding investigations to have a trauma informed approach and be victim-focussed. Difficulties can arise, however, when a matter reaches the hearing stage. Despite the ability of a panel to implement special measures, the adversarial nature of the legal system and a respondent's right to cross-examine witnesses and complainants can have a re-traumatising effect. It is often said that safeguarding processes are too legalistic.

How should this be managed? Is the solution as simple as implementing an inquisitorial approach or would that impinge on the rights of those against whom complaints have been made?

Could a solution be for international federations to draft safeguarding policies, rules and procedures that must be applied globally on a mandated basis. Do different legal systems, cultural differences or cost present a barrier to such an approach? Is it simply too difficult or do we just need momentum and political will?

This session will explore whether the current safeguarding systems and processes are fit for purpose or whether there needs to be change, radical or otherwise. It will discuss whether international federations could or should do more and explore whether a global unified code is a potential solution to raise and harmonise standards.

SESSION 2

Is there a link between contact sport and MND?

There is growing evidence to support the proposition that repeated head injuries in sport can cause Chronic Traumatic Encephalopathy (CTE).

What is less well-known, or understood, is the possible link between contact sport and the development of Motor Neurone Disease (MND), albeit that early studies seem to suggest a link between the two.

The MND Association suggests that up to 5000 adults in the UK suffer at any one time and there is a 1 in 300 risk of getting the disease in a lifetime.

With these statistics in mind, it is noticeable how many former rugby and football players develop the disease – with Doddie Weir, Joost van der Westhuizen, Rob Burrow and Stephen Darby among those affected.

In this session, Dr Willie Stewart will consider and comment on the research exploring links between neurodegenerative disease and contact sport, with a particular focus on the more recent work linking sport to MND.

SESSION 3

Contamination: Unpacking athlete responsibility and misconceptions

Of all the Anti-Doping Rule Violations (ADRVs) reported in the media, it is contamination cases that attract the most attention.

From Chinese swimmers to leading tennis players, there have been claims of inconsistency of approach, leniency and unfair treatment.

Is the criticism simply a symptom of a lack of understanding or, as is claimed by some, does the outcome of a case depend on the fame or wealth of the player, or indeed the skill and quality of their lawyers?

Is it right, or even fair, for an athlete to be held responsible for the acts or omissions of their entourage, or for accidental contamination from external sources, no matter the care and diligence of the athlete? Do recent cases mean that “no fault” is effectively now not available to athletes? Is the strict liability principle even appropriate for contamination cases?

In this session we will look at the relevant rules, their application by panels in recent cases, address the fairness of recent criticism and offer opinion on what, if any, changes may be required in the next WADA Code.

SESSION DETAILS

SESSION 4

The governance of football – is it broken and does it need fixing?

Football is our national game and is rarely out of the headlines. Usually, reporting relates to results and performance but increasingly there is a focus on how the game is governed and regulated.

Currently, the football world is awaiting the outcome of the case brought by the Premier League against Manchester City, the club charged with breaking financial fair play rules and failing to co-operate with Premier League investigations. If charges are proved, the potential sanctions are serious and far reaching with every chance of an appeal by either the club or the league.

The game has also seen increased focus on club finances with several cases concerning clubs allegedly breaching league financial rules. English men's professional football is, on balance, a well-resourced sport but behind the headline revenue figures are there financial difficulties that need addressing?

An option favoured by many, including government, is to establish a regulator. Is this really the answer or would it create more issues than it is intended to solve?

Could certain clubs re-visit the prospect of a European Super League given the ECJ decision that determined that the actions of UEFA in blocking a breakaway league was contrary to EU law? And does that decision have wider implications than solely for the authorisation of new competitions?

If you seek answers to these questions, then this is the session to get them.

SESSION 5

The Supreme Court ruling and its impact on sport

The Gender Recognition Act of 2004 states that trans people should be treated according to their "acquired" gender for all purposes, creating the gender recognition certificate (GRC) to affirm that protection. However, the Supreme Court has recently, and unanimously, ruled that the term "woman" and "sex" in the Equality Act 2010 refers to a "biological woman" and "biological sex".

Before this ruling, sports had relatively settled varying rules around participation and selection – including prohibition, the use of open categories and assessment of testosterone levels. Do these now need to be reviewed?

What impact does this case now have on participation and more practical issues such as access to changing facilities or toilets? What needs to be done to ensure that sport remains welcoming and inclusive to trans athletes?

In this session we will review the Supreme Court decision and assess if and how it might impact the delivery and accessibility of sport.

SPEAKERS



Jacqui Oatley MBE
Presenter

Jacqui Oatley MBE is an experienced broadcaster on UK television, radio and digital platforms. Two decades after changing career to retrain as a broadcast journalist, Jacqui now presents on ITV – as anchor of their PDC darts coverage – and commentates on football for Sky Sports, TNT Sports, CBS Sports, as well as major international tournaments for FOX Sports. She became the first female commentator on Match of the Day in 2007.

As a former amateur player and FA qualified coach, Jacqui has presented and commentated on the world's major football tournaments, including men's and women's FIFA World Cups and UEFA European Championships, as well as the Olympic Games.

Jacqui is on the national committee of the Football Writers' Association and is an ambassador for Women in Football – an organisation which champions the role of women in the game.

////////// WISLaw Networking Breakfast – Guest Speaker //////////



Stella Riberti
Clifford Chance Milan

As Counsel at Clifford Chance in Milan, Stella brings extensive expertise in Sports & Entertainment law.

She assists clients with both domestic and international sports-related regulatory matters, including eligibility and UEFA Financial Sustainability, as well as international transactions such as sponsorship contracts, sports investments in clubs and facilities, event organisation, and licensing of intellectual property rights (IPRs) and media rights. Stella is also involved in sports arbitration and disciplinary proceedings, including those before FIFA, FIBA, and Italian sports judicial bodies. Additionally, she serves as an arbitrator at the Court of Arbitration for Sport (CAS).

////////// Session 1 //////////



Annie Davis
Safeguarding Consultant for World Athletics

Annie qualified as a solicitor with Farrer & Co. In 2007 she began working in safeguarding using her legal skills to support the safeguarding team at the Rugby Football Union which involved writing policies, procedures, guidance and supporting the case management and DBS officers. She was involved in drafting regulations and was Referral Management Group secretary.

In 2017 she left to work as a sports safeguarding consultant initially with The FA on a project producing internal protocols and categorising all of their open cases. She now regularly sits on The FA Safeguarding Review Panel.

She began working with World Athletics in 2021 creating their safeguarding policy, procedures and rules alongside developing their safeguarding strategy. She worked with UNICEF to create a bespoke World Athletics safeguarding training program available in seven languages. She has been involved with delivering the residential module of the FIFA Guardians course – a great insight into the issues and challenges faced daily by safeguarding professionals around the world.

In addition to World Athletics, she is currently working with Premiership Rugby Limited developing their safeguarding strategy and with British Rowing's safeguarding team to develop a new safeguarding policy and procedures. Annie is also governor of two secondary schools, one an elite performance school.



Mark Gannon
UK Coaching

As the Chief Executive Officer of UK Coaching, Mark brings a wealth of experience and expertise to the realm of coaching. With a robust background of senior roles spanning local communities, education and sport, Mark's passion lies in empowering individuals through great coaching.

He is a seasoned professional with qualifications in teaching, coaching and business administration and experience in the Physical Education and Sport sector spanning over three decades. His own coaching endeavours include a variety of sports including rugby, gymnastics and basketball and he has coached participants and teams at a variety of levels.

Mark's core belief centres around the transformative power of coaching to change the lives of people and communities. He envisions a future where all practitioners in physical activity and sport are adept at delivering exceptional experiences and aiding individuals in reaching their objectives.

For Mark, coaching transcends mere skill development; at its core, he believes coaching is a profound connection with individuals, emphasising the pivotal role of human interaction in the coaching process.



Kacie Wallace
Team USA Athlete Ombuds

Kacie has served as the Team USA Athlete Ombuds since January 2015, supporting athletes and advocating for fair processes and sustainable conflict resolution in Olympic and Paralympic sport. An attorney with an advanced degree in dispute resolution, she has spent her career focused on preventing and mitigating disputes through proactive education, early intervention, and effective conflict management systems. Before joining Team USA as the Athlete Ombuds, she mediated disputes for the U.S. Olympic & Paralympic Committee for a decade and consulted with organizations to design systems that promote constructive conflict resolution. Most recently, she worked with the World Anti-Doping Agency to establish a global anti-doping ombuds program.

Beyond sport, Kacie has mediated employment and litigated matters; served as a police officer, hostage negotiator, and violence intervention counsellor; explored the use of film in opening pathways for dialogue between conflicting cultures; and developed immersive training tools for humanitarian crisis response. She has taught law, leadership, and conflict resolution at institutions including Duke, UNC, and Pepperdine. With a passion for storytelling and creative problem-solving, she explores innovative ways to foster understanding and reconciliation.

When not working, Kacie appreciates time with her husband and family, painting, sketching, scouring shorelines for shark's teeth, protecting oceans and working waterfronts, and paddleboard adventures.



The Rt Hon Sir Gary Hickinbottom
39 Essex Chambers

The Rt Hon Sir Gary Hickinbottom is a former High Court and Court of Appeal Judge, who retired from full-time work in the Court of Appeal in 2021 to conduct a Commission of Inquiry into corruption and governance in the British Virgin Islands, which reported in April 2022. He is currently a Judge of the Court of Appeal of Bermuda and the President of Welsh Tribunals. In 2024, he was appointed Chair of the independent panel charged with the assessment of the pecuniary losses of claimants whose convictions arising out of the Post Office Horizon scandal have been overturned.

SPEAKERS

A significant amount of Gary's work as a judge was sport-orientated with a wide range of subjects, including football club funding, the development of football and other sports grounds, and liability for injuries suffered whilst playing sport. He is particularly experienced in sports safeguarding and disciplinary, regularly chairing hearings as well as managing the work of safeguarding and disciplinary panels. He is currently the President of the National Safeguarding Panel and the Chair of the International Tennis Federation Safeguarding Panel, as well as being Chair of the Judicial Panels for the Premier League, the Lawn Tennis Association and British Wrestling, a Chair of the Appeal Board of the British Horseracing Association Judicial Panel, and a member of the National Anti-Doping Panel, the FA Safeguarding Review Panel, and the Sport Resolutions Arbitrators' Panel.

Gary is a Trustee of the Mercian Multi-Academy Trust, where he is the Lead Trustee for Disadvantaged Pupils.



Alex Richards
The English Football League

Alex Richards is the Head of Safeguarding for the English Football League (EFL) and Independent Board Director for Safeguarding at Northumberland Cricket. With her appointment in 2018 the oversight of the League in respect of safeguarding was significantly accelerated after the non-recent child sexual abuse disclosures. Alex creates the League safeguarding standards and oversees the independent assessment of the EFL Safeguarding standards in all 72 Member Clubs.

Her aim is to create a culture of constant vigilance with an embedded preventative approach that brings policies and procedures to life. Alex and her team work with their Clubs to reduce risk, learn from case reviews and investigations, and drive change at the highest level.

Prior to working with the EFL Alex worked in further education for 15 years as an Assistant Principal with responsibility for welfare and safeguarding. During her time with South Tyneside College, they received an Outstanding grade from Ofsted with reference made to the work done in welfare and safeguarding.

Session 2



Prof. William Stewart
Queen Elizabeth University Hospital

Prof Stewart is Consultant Neuropathologist at the Queen Elizabeth University Hospital, Glasgow, and holds honorary Professor status at the University of Glasgow (School of Psychology and Neuroscience) and the University of Pennsylvania (Department of Neurosurgery). He leads an internationally regarded research laboratory engaged in multiple programs investigating the pathologies of acute and long-term survival from traumatic brain injury (TBI). Working with the unique and comprehensive Glasgow TBI Archive, Prof Stewart's research describes the complex neuropathology of brain injury across a range of exposures and survivals, with particular reference to the link between TBI and neurodegenerative disease.

He also directs the FIELD studies, which aim to describe lifelong health and dementia risk in former soccer players and is Co-PI on the multi-centre collaborative research programs TBI-REPORTER and TRANSFORM-TBI.

Session 3



Anna Thorstenson
International Equestrian Federation (FEI)

Anna has over 15 years of experience in international sports law, particularly in anti-doping. She has worked both within sports organizations and at a top-ranked Swiss law firm. Since 2016, Anna has been employed at the International Equestrian Federation (FEI) as a legal advisor. Working in an international environment has provided her with extensive experience in the global legal landscape, including knowledge of various jurisdictions, national and international relations related to sport globally, and a profound understanding of the sports law system.

She has worked with a wide range of organizations (including international and national governing sports bodies, public authorities, sports organizers, clubs, sponsors, agents, and individual athletes) on a variety of sports-related issues, including disciplinary processes and disputes, anti-doping, rules and regulations, arbitration proceedings, as well as contractual and regulatory disputes. Anna has appeared as counsel before the Court of Arbitration for Sport (CAS) and other sports tribunals. Additionally, she has served as a member of the Swedish Equestrian Federation's disciplinary committee and as a member of the Norwegian anti-doping panel for whereabouts reporting. In March 2023, Anna took on a new part-time role when WADA appointed her as an anti-doping ombudsman (a newly established function to support athletes in doping matters).



Travis Tygart
U.S. Anti-Doping Agency (USADA)

Travis T. Tygart has served as the Chief Executive Officer of the U.S. Anti-Doping Agency (USADA) since 2007, having joined the organization in 2002. With a legal background, Tygart has been instrumental in shaping USADA's mission to protect the integrity of sport and safeguard the rights of clean athletes. Throughout his career, he has led high-profile investigations into doping scandals, including the U.S. Postal Service pro-cycling team and the BALCO laboratory, and advocated for global anti-doping reform, notably contributing to the passage of the Rodchenkov Anti-Doping Fraud Act.

Tygart has testified before various U.S. Congressional Committees and international bodies, sharing his expertise on doping issues and anti-doping policies. He has also published works on topics like Title IX and doping in sport. Beyond USADA, Tygart serves on multiple boards, including the Sports Lawyers Association and the Partnership for Clean Competition, and has received recognition for his contributions to clean sport, including the USA Swimming Award in 2016 and the Athlete's Appreciation Award in 2019.



Nicole Sapstead OBE
International Tennis Integrity Agency (ITIA)

Nicole leads the ITIA's anti-doping team and the worldwide Tennis Anti-Doping Programme (TADP) for players under the ATP, WTA and International Tennis Federation, which includes all Grand Slam events. Nicole joined the ITIA in September 2021, after more than a decade at UK Anti-Doping (UKAD), including six years as the organisation's Chief Executive Officer.

Nicole, who was awarded an OBE for services to sport in 2023, has been an influential figure in the anti-doping industry for over 20 years across a variety of roles, and has had a significant impact in its governance and development; notably she was part of the working group that created an independent National Anti-Doping Organisation (UKAD) in 2009 and played an influential role in the drafting and implementation of the UK National Anti-Doping Policy and associated UK Anti-Doping Rules.

SPEAKERS



Mark Hovell
Mills & Reeve LLP

Mark is a leading international sports lawyer with over three decades of experience. He is a Partner in the sports, media and entertainment sector at Mills & Reeve, working from its Manchester and London offices. Since 2002, Mark has focused on presiding over disputes at sports tribunals, primarily at the Court of Arbitration for Sport (CAS) in Switzerland. He is on the General and Football Lists of Arbitrators at CAS and has overseen 400+ cases, often as President or Sole Arbitrator.

Mark has also worked at the Commonwealth Games in Delhi and Glasgow, and the Olympics in Rio. Additionally, he serves on the National Anti-Doping Panel and the Premier Legal Judicial Panel in the UK and has sat on the Independent Tribunal of the ITIA.

Session 4



Jane Purdon
Director and Consultant

Jane Purdon has been a pioneering figure in football for nearly twenty-five years. After falling in love with the game as a child, she went on to work in football at the highest levels, including at Sunderland AFC, the Premier League, and UK Sport.

A qualified lawyer, Jane has held prominent roles in governance and leadership within sport. As Head of Governance and Leadership at UK Sport, she co-authored the Code for Sports Governance. Prior to this, she worked at the Premier League as Director of Governance and began her career in football as Club Secretary at Sunderland FC.

Jane led Women in Football (WIF) from 2018 to 2021, overseeing a period of significant growth for the organisation in both membership and income. Since stepping down as CEO, she authored *The Homecoming: The Lionesses and Beyond*, a critically acclaimed memoir that explores her journey as a fan and the stunning rise of women's football. In the spring of 2024, Jane stepped down from her director role at WIF but continues her association with the organisation as an ambassador.

She is also a member of Sport Resolutions' Panel, chairs the Professional Game Academy Audit Company, and lectures on sports governance with various universities.



Nick Craig
The English Football League

Nick Craig manages a broad array of operational and regulatory issues for the English Football League (EFL). Nick is an English-qualified solicitor and has worked at the EFL for over 23 years, serving as Director of Legal Affairs before being appointed Chief Operations Officer in 2022.

Among other things, Nick oversees the development and implementation of the EFL's Owners and Directors Test, and its related Acquisition of Control Rules.



Kieran Maguire
Football Finance Lecturer

Kieran Maguire is an academic at the University of Liverpool specialising in sports finance. He was a contributor to the Fan Led Review into football governance led by Dame Tracey Crouch and has written two research papers commissioned by the Department of Digital, Culture, Media & Sport into the state of football finances in England and Wales.

Kieran is also the co-host of the award-winning podcast *The Price of Football*, and authored the book of the same name. He is regularly appearing in the media commenting upon matters involving sport finance and has written for publications as diverse as *The Financial Times*, *Guardian*, *The Times* and *Daily Mail*, as well as contributing to BBC Sport, TalkSport and Sky Sports.

Away from football finance Kieran's main interests are Brighton and Hove Albion, cricket and music that was last in fashion in the late 1970s.



Nick De Marco KC
Blackstone Chambers

Nick De Marco KC is a leading sports law barrister, with particular expertise in commercial, employment, regulatory and media law. He is recognised as one of the leading sports lawyers in the UK, was named UK 'Sports Silk of the Year' in 2022 by Legal 500 and featured on 'The Lawyer's Hot 100' list 2021.

As well as acting for international and national federations, premier league and international football clubs, players, athletes and their unions, Nick sits as an arbitrator across a number of sports.

He is a member of the Editorial Board of *Law In Sport* and writes and lectures regularly on sports law issues. He is the author and General Editor of *"Football and the Law"* (Bloomsbury, 2018), a director of the British Association for Sport and the Law (BASL) and a Bencher of the Honourable Society of the Middle Temple.

Session 5



Amina Graham
2 Hare Court

Amina is ranked as a Leading barrister in Sports Law in both Chambers and Partners, and The Legal 500.

She worked as an in-house barrister at The Football Association (The FA) as Head of the Regulatory Legal department for over a decade. In this role she was responsible for providing legal advice and representation on behalf of The FA in all football disciplinary matters throughout the football pyramid, up to and including, the Premier League. She has been involved in some of the most high-profile cases in football regulation over the last decade.

Amina has substantial experience of advising on and appearing in cases involving anti-doping, on-field misconduct, betting and anti-corruption, financial regulation, agents' regulation, discrimination and safeguarding. She represents both regulators and individuals and is regularly instructed to act for various parties in respect of sports regulatory and disciplinary matters.

Amina is a member of the League Managers Association's legal panel and provides advice and assistance to professional football managers. Amina also sits as a disciplinary and safeguarding panel member for various sports governing bodies. She is a Specialist Member of the Sport Resolutions Panel and sits on the National Safeguarding Panel and the National Panel. She is also a pro bono lawyer for Sport Resolutions and a Mentor for LawInSport.

STRATEGY

EXECUTIVE SUMMARY

Sport Resolutions' updated strategy responds to developments and growth both at the organisation and in the sports sector. We are proud to be an integral part of sport in the UK and internationally.

Our goal is for our independent dispute resolution services to be adopted by more sports. We are committed to sustainable growth. We greatly value our clients and partners as we work together to ensure the integrity of the sector. Performance against Sport Resolutions' six strategic objectives will be monitored through challenging key performance indicators.



PURPOSE

To protect, uphold and develop integrity and trust in all aspects of sport at all levels.

MISSION

To provide independent, efficient, cost-effective, and trusted dispute resolution services that are accessible to all involved in sport. Our flexible approach and innovative services will be delivered by a diverse and expert global panel, supported by an experienced executive team. Integrity and accountability will be at the heart of everything we do.



VALUES

Independent

Run and applied independently and impartially

Excellence

Adopting best practices in sport and law and due process

Trustworthy

Fair, transparent and promoting integrity

Approachable

User-friendly and informative

Reinvesting

Contributing our time, expertise and experience back into sport



SO1

ENABLING TRUST IN THE SPORT SECTOR

Championing fair dispute resolution which builds credibility in the sector

Sport Resolutions is committed to playing a leading role in establishing and maintaining consistent standards which protect the participants, ensures fair competition, and improves credibility and trust. By upholding and maintaining the highest ethical and procedural standards, Sport Resolutions is a reliable partner in all aspects of dispute resolution service delivery.

SO2

INDEPENDENT, EFFICIENT, FLEXIBLE AND COST-EFFECTIVE

Tailored services and independent procedures

Sport Resolutions addresses the varied needs of sport by offering a range of dispute resolution services, all of which are independently applied. Our reputation, experience and not-for-profit status empowers us to set the highest standards for the sector, resolve matters efficiently, and keep costs to a minimum.

SO3

WORLD-CLASS EXPERTISE, WORLDWIDE ACCESSIBILITY

Specialists in our field, anticipating and meeting the needs of a modern world

Our goal is to provide best in class dispute resolution services that adapts to the changing requirements of sport worldwide. We understand that the sector does not stand still, and neither will we. We will offer sports everywhere, who value independence and integrity, unrivalled access to best practice and leading individuals to decide their disputes.

SO4

INSPIRING, INNOVATING AND LEADING

We share our hands-on experience

As a world-leader in the field, we will raise awareness of sport integrity issues. We will keep abreast of current trends and will provide innovative procedural solutions. We will provide a platform for shared learning and debate, utilising the knowledge of our partners and panel to help shape the improving landscape, and motivate and upskill the sector.

SO5

A GLOBAL PANEL WITH DIVERSE SKILLS

A prestigious panel representative of the world of sport

Sport Resolutions will appoint panel members with the skills, knowledge and characteristics to independently apply relevant rules and regulations to sports disputes. This world leading and diverse panel will be representative of global sport and will be regularly reviewed.

SO6

A TALENTED TEAM COMMITTED TO OUR GOALS

Delivering the world's most highly respected dispute resolution service in sport

Sport Resolutions will have experienced, inclusive, high-performance individuals on its executive team and board of directors. The team will have the talents to administer cases for a wide range of worldwide clients and will continually develop to meet the ever-changing needs of global sport.