



## Annual Governance Statement

### Scope

The Annual Governance Statement provides Sport Resolutions' stakeholders with a report on the governance performance of the company during the reporting period. The purpose of the statement is to demonstrate Sport Resolutions' commitment to a high level of governance through new and existing internal controls.

This statement is prepared as part of the Code for Sports Governance (the Code) requirements and outlines our progress to date.

Reporting period: 2024 AGM – 2025 AGM

### The Code

The UK Government introduced the Code in October 2016 and commenced assessing all national governing bodies in October 2017. Annual compliance with this code is a requirement of receiving funding from UK Sport.

The Code sets out 58 requirements across five governance areas:

- 1) Structure
- 2) People
- 3) Communication
- 4) Standards and Conduct
- 5) Policies and Procedures

**Statement**

Sport Resolutions has made it a priority to meet the requirements of the Code. The company received notification that it had complied with the criteria for Tier 3 organisations in December 2017 and continues to work with UK Sport, Sport England, and wider stakeholders to further improve its policies and processes.

The company has disclosed information relevant to its governance, structure, strategy, activities and financial position since its inception. However, new policies and procedures created in line with the Code's requirements have further improved our transparency.

Governance remains a standing item on the Board's meeting agenda and the executive will continue to report on compliance with the Governance Action Plan. The Board understands that compliance with the Code is an on-going requirement, and it is our aim to demonstrate through this report and through our website that we have appropriate governance in place to maintain a robust system of internal control and that we fully support our policies, objectives and strategy.

Our ongoing commitment was evidenced by our meeting all requirements of UK Sport's first Thematic Review, which focussed on Board appointments, the role of the Nominations Committee, and Director inductions.

Sport Resolutions will continue to meet the requirements of the revised Code. In 2025/2026, the organisation will work towards achieving the objectives listed in the updated company strategy, will develop its People Plan, and will continue to improve diversity through the adoption and publication of a new Diversity and Inclusion Action Plan (DIAP).



Audley Sheppard KC  
Chair, Sport Resolutions  
17 September 2025

## About Us

Sport Resolutions is an independent, not-for-profit, dispute resolution organisation for sport providing arbitration, mediation and investigation services. Established by several leading stakeholder groups in sport, our aim is to provide an independent, expert, efficient and cost-effective alternative to internal appeals processes and court-based litigation.

The organisation administers the Safeguarding Case Management Programme (SCMP), which provides UK NGBs with access to expert safeguarding and legal support; Sport Integrity, an independent disclosure and complaints service for Olympic and Paralympic sport; the National Anti-Doping Panel, which is responsible for adjudicating anti-doping disputes in the UK; and the International Hearing Panel, which adjudicates on anti-doping rule violations.

Sport Resolutions' clients include NGBs and International Federations such as World Athletics, the International Tennis Federation, the Commonwealth Games, and the International Testing Agency.

In addition, Sport Resolutions aims to upskill the sector with several educational events each year including its Annual Conference, which attracts over 300 attendees.

## Governance Structure

The organisation is a company limited by guarantee. Our memorandum and articles of association are published on our website. Click [here](#) to access this page.

### Board governance changes, personnel changes and events during period:

- Jack Anderson was appointed as an Independent Non-Executive Director on 25 September 2024.
- Resignation of Nigel Smith as an Independent Non-Executive Director on 4 November 2024.
- Ronnie Denholm was appointed as an Independent Non-Executive Director on 19 March 2025.
- Director appraisals took place in May 2025.

## The Board

We set out below the way in which the Board currently operates in accordance with the Company's Articles of Association. The Board is collectively responsible for the long-term success of the organisation and is exclusively vested with the power to lead it.

As Chair, Audley Sheppard KC is responsible for the leadership of the Board. The Senior Independent Non-Executive Director, Martin Gibbs, deputises for the Chair in his absence. The Board is the ultimate decision-making body and exercises all the powers of the organisation other than those specifically allocated to other persons under either legislation or its Articles of Association. It is responsible for setting the strategy of the organisation and providing oversight of executive action but maintains a clear division between its management and oversight role, and the executive's operational role.

The full Board of Sport Resolutions is made up of a maximum of seven Independent Non-Executive Directors, a maximum of four Representative Directors (nominated by the members of the company), and the Chief Executive Officer (in an ex officio capacity). The Board is made up of 63% Independent Directors and does not consider any of its Member Directors to be 'independent'.

The Board meets four times in each calendar year, with summary minutes from Board meetings and the AGM being published on Sport Resolutions' website.

Sport Resolutions' board meetings take place in-person and via video conference. Attendance at Board meetings during the period 1 April 2024 – 31 March 2025 was 76.9%.

Name	Role	Board meetings attended
Audley Sheppard KC	Chair	4 / 4
Martin Gibbs	Senior Independent Director	3 / 4
Alison Mitchell	Independent Non-Executive Director	2 / 4

Jacqui Traynor	Independent Non-Executive Director	3 / 4
Nick Hayes	Independent Non-Executive Director	3 / 4
Jack Anderson	Independent Non-Executive Director	3 / 3
Adrian Stockman	Representative Non-Executive Director	4 / 4
Sarah Newton	Representative Non-Executive Director	3 / 4
Richard Parks	Representative Non-Executive Director	2 / 4
Richard Harry	Chief Executive	4 / 4

### Director recruitment

The Nominations Committee is responsible for the recruitment of Independent Non-Executive Directors through interviewing and then recommending individuals to the Board for appointment.

The Members of the company appoint individuals to represent them on the Board at each Annual General Meeting. These individuals are appointed as 'Representative Directors' of the company.

The Nominations Committee is responsible for Board succession planning and Board diversity, including a broad mix of skills. This committee is made up of the Chair of the company, the Senior Independent Director, the Chair of the Audit and Risk Committee, and other co-opted directors if appropriate.

### Directors

All directors of the company receive a thorough induction upon appointment. In normal circumstances, this includes a meeting with the Chair and the Chief Executive of the company.

Directors can serve on Sport Resolutions' Board for a maximum of two terms of four years, so that skills and ideas are refreshed at regular intervals. The Board succession plan ensures that director recruitment and retirement from office is spaced out over time.

Directors must adhere to Sport Resolutions' director code of conduct and sign a declaration of good character prior to their appointment being approved by the directors.

### **Sub-committees**

The Board has six sub-committees, each of which meet prior to each Board meeting or as and when required. Each sub-committee reports into the Board at every meeting.

- The National Anti-Doping Panel Board (NADP Board)
- The National Safeguarding Panel Board (NSP Board)
- The Panel Appointments & Review Committee (PARC)
- The Marketing and Service Development Committee (MSDC)
- The Audit and Risk Committee (ARC)
- The Nominations Committee (Nom Com)

Each Committee has its own Terms of Reference clearly stating its remit and responsibilities. These are available to view on the company website [here](#).

Individuals are appointed to be members of each committee on an annual basis by the directors of the company. Committee members are ordinarily directors of the company or member representatives, and are appointed based on their professions, background, skills and experience.

The members of the Nominations Committee, NADP Board and NSP Board are determined by the role of each director in the company, in accordance with their terms of reference.

**Risk management**

The Audit and Risk Committee (ARC) reviews the company Risk Register on a quarterly basis to consider new risks and to review existing and identified risks. The ARC submits any recommendations or issues to the Board for consideration. The Risk Register is regularly updated in line with past and future business activities and strategies.

**Annual Board Evaluation**

The Board undertakes an evaluation on an annual basis. Directors are asked to review the following areas of the company:

- Board duties and responsibilities
- Company structure and operations
- Board meetings
- Compliance
- Communication
- Board effectiveness
- Skills and experience
- Competence

The evaluation is completed on an anonymous basis and the results are shared with the Board so that any issues can be discussed and so that improvements can be made.

As part of the annual evaluation directors are required to complete the Conflicts of Interest Register, Skills Register and Equality Monitoring Form.

Directors are encouraged to meet with the Chief Executive and the Chair of the company at least once per annum.

**Skills Matrix**

The company has a skills matrix, which outlines the skills, experience and attributes which the directors have identified as being required on its Board. This is regularly reviewed. The matrix can be compared to the results of the skills register and any skills which are missing or under-

represented can be identified ahead of any Board recruitment. It is the responsibility of the Nominations Committee to refer to the skills matrix and the skills register when assessing applications.

### **Diversity**

The Board Diversity Action Plan is reviewed on an annual basis. The plan outlines the steps which need to be taken to improve diversity on the Board and throughout the company. Sport Resolutions currently has 30% female representation on its Board and 75% female representation on the executive team.

The company publishes all equality statistics within its Annual Report and equality monitoring is undertaken for all recruitment (Panel, Board and Staff) so that a profile can be built.

The gender equality on Sport Resolutions' Panel of Arbitrators, Mediators and Investigators continues to improve each year, and the executive team ensure diversity is a key consideration when appointing panel members to cases.

A challenge going forward is to continue to improve diversity amongst the Board, Panel and staff including in the areas of BAME and social economic background.

### **Audit**

The company has its financial accounts and financial procedures audited on an annual basis. Barnes Roffe LLP completed their audit in August 2025 with no significant matters arising.

### **Policy Review**

The company completes an internal review of all policies on a biennial basis. The next review will be undertaken in November 2025. This review includes all company, Board, financial and human resources policies and procedures. Any updates or amendments are reported into the appropriate committee for approval.



**Staff Engagement Survey**

The staff engagement survey is completed annually by all employees of the company on an anonymous basis. This survey gives the staff an opportunity to report to the Board on areas including communication, leadership and responsibility so that any issues can be discussed and so that improvements can be made.

**Remuneration**

The Chair of the company is entitled to receive £10,000 per annum. No other director receives any remuneration.

**Board Structure**

Directors as of 17 September 2025

**Independent Non-Executive Directors**

Audley Sheppard KC (Chair)

Martin Gibbs (Senior Independent Director)

Alison Mitchell

Jacqui Traynor

Nick Hayes

Jack Anderson

Ronnie Denholm

**Representative Non-Executive Directors**

Sarah Newton

British Elite Athletes Association

Richard Parks

Welsh Sports Association

Adrian Stockman

British Paralympic Association

**Ex Officio****Company Secretary**

Richard Harry

Ross Macdonald

## Member Organisations

