



Australian Government
Australian Sports Commission

SPORT GOVERNANCE STANDARDS

Updated 2025

The Sport Governance Standards were developed by the Australian Sports Commission in collaboration with state and territory agencies of sport and recreation.



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Principle 1

The spirit of the game – values-driven culture and behaviours

An organisation's culture and behaviours should be underpinned by values which are demonstrated by the board and embedded in its decisions and actions.

Sport Governance Standard	Measures
1.1 Code of Conduct The board have a directors' code of conduct which outlines the high standards of professional and ethical conduct expected by directors in the interests of the organisation	<ol style="list-style-type: none"> 1. The board has not implemented a directors' code of conduct 2. The board has a directors' code of conduct, executed by its directors during their induction 3. The organisation makes its directors' code of conduct publicly available. The code of conduct is reviewed annually by the board and formally agreed to by all directors 4. The organisation makes its directors' code of conduct publicly available. The code of conduct is reviewed annually by the board (with input from stakeholders, including members) and formally agreed to by all directors. The code directly integrates behavioural expectations with the organisation's values
1.2 Defined Values and Behaviours The organisation actively engages with its stakeholders to establish, define and make publicly available its core values and associated behaviours	<ol style="list-style-type: none"> 1. The organisation has not defined or made publicly available its values and behaviours 2. The organisation defines and makes publicly available its values and behaviours 3. The organisation defines and makes publicly available its values and behaviours, which are aligned nationally and regularly reviewed 4. The organisation defines and makes publicly available its values and behaviours, which are aligned nationally and reviewed by its members. The organisation integrates these values and behaviours into its strategy, induction, recruitment, and performance evaluation processes
1.3 Demonstrated Values and Behaviours The board actively demonstrates the organisation's core values and behaviours, and embeds these into decisions and actions	<ol style="list-style-type: none"> 1. The board does not actively demonstrate the organisation's core values and behaviours 2. The board actively demonstrates the organisation's core values and behaviours 3. The board actively demonstrates the organisation's core values and behaviours, referencing and reflecting on the values when making decisions and engaging with stakeholders 4. The board actively demonstrates the organisation's core values and behaviours, embedding these into discussions, decisions, policies and actions, and calling out behaviour which goes against organisational values



Principle 2

The team – aligned sport through collaborative governance

Across a sport, boards should work together to govern collaboratively and create alignment to maximise efficient use of resources and implement whole-of-sport plans.

Sport Governance Standard	Measures
2.1 Stakeholder Engagement Plan The board develops, communicates, and implements a stakeholder engagement plan aligned to its strategy	<ol style="list-style-type: none">1. The board has not developed a stakeholder engagement plan2. The board has a stakeholder engagement plan, but it is not communicated or consistently implemented3. The board communicates its stakeholder engagement plan, and it is consistently implemented4. The board communicates and implements a stakeholder engagement plan, regularly collaborates with stakeholders, and conducts an annual review and planning process of the engagement plan
2.2 Member Meetings The board identifies and implements opportunities to meet with and collaborate regularly with the boards of its member bodies	<ol style="list-style-type: none">1. The board does not meet with its member bodies2. The board meets with its member bodies on an ad hoc basis3. The board regularly meets with the boards of both member and (where relevant) national bodies4. The board regularly and proactively meets with the boards of both member and (where relevant) national bodies



<p>2.3 Member Communication</p> <p>The organisation proactively engages and communicates with its member bodies, ensuring accountability and transparency</p>	<ol style="list-style-type: none"> 1. The organisation does not communicate with its member bodies 2. The organisation communicates with its member bodies on an ad hoc basis, usually when information is sought by either party 3. The organisation regularly and proactively engages in two-way communication with its member bodies and (where relevant) national body 4. The organisation regularly and proactively engages in two-way communication with its member bodies and (where relevant) national body, and provides regular mechanisms where stakeholders are given the opportunity to provide feedback and input on the direction of the organisation
<p>2.4 Member Collaboration</p> <p>The organisation proactively collaborates with its member bodies to create alignment and maximise efficient use of resources</p>	<ol style="list-style-type: none"> 1. The organisation does not proactively collaborate with its member bodies 2. The organisation proactively communicates opportunities for collaboration (e.g. in developing policy and values) with its member bodies 3. The organisation collaborates (e.g. by utilising resources) with its member bodies and (where relevant) national body to engage in collective decision making that is formal, consensus oriented, and deliberate 4. The organisation collaborates with its member bodies and (where relevant) national body to engage in collective decision-making that is formal, consensus oriented, and deliberate. There is a focus on organisations aligning to maximise efficient use of resources, and implementing actions across the sport



Principle 3

The gameplan – a clear vision that informs strategy

The board is responsible for overseeing the development of the organisation's vision and strategy as well as determining what success looks like.

Sport Governance Standard	Measures
3.1 Strategic Plan The organisation has adopted, in collaboration with its members, a strategic plan with clear and measurable targets which link to a detailed operating budget	<ol style="list-style-type: none">1. The organisation does not have a strategic plan2. The organisation develops a strategic plan, but with no accompanying budget3. The organisation develops a whole of sport strategic plan with clear and measurable targets and an accompanying budget4. The organisation has adopted a rolling whole of sport strategic plan with clear and measurable targets and an accompanying budget, which is annually reviewed and monitored. The plan is developed, endorsed and implemented consistently and effectively by its member bodies



Principle 4

The players – a diverse board to enable considered decision-making

A board should be a diverse group of people who collectively provide different perspectives and experience to facilitate more considered decision-making.

Sport Governance Standard	Measures
4.1 Board Skills and Diversity Matrix The board should have a diverse mix of skills, expertise and experience in order to meet the strategic goals of the organisation	<ol style="list-style-type: none"> 1. The board does not have a board skills and diversity matrix nor considers diversity of skills when identifying directors for elected and appointed positions 2. The board does not have a board skills and diversity matrix but considers diversity of directors' skills when identifying directors for elected and appointed positions 3. The board utilises a board skills and diversity matrix, which aligns with the organisation's strategic goals when identifying directors for elected and appointed positions 4. The board utilises a board skills and diversity matrix, which aligns with the organisation's strategic goals when identifying directors for elected and appointed positions. The board/organisation actively promotes and publicises board opportunities in line with identified skill and diversity gaps
4.2 Diversity, Equity and Inclusion The board demonstrates a strong commitment to diversity, equity and inclusion by setting goals within its board composition	<ol style="list-style-type: none"> 1. The board has not identified board diversity, equity and inclusion goals necessary to achieve its strategy 2. The board has identified board diversity, equity and inclusion goals necessary to achieve its strategy 3. The board has identified board diversity, equity and inclusion goals, and has a detailed action plan in place to ensure diversity of directors 4. The board has diversity in directors, meeting its diversity, equity and inclusion goals. The board publicly reports on achievement against the goals



<p>4.3 Gender Balance: Directors</p> <p>The board, while ensuring the prevailing criterion for election is eligibility, skills, expertise, and experience, should be composed in a manner such that no one gender accounts for more than 50% of the total number of Directors. Please indicate in the grid below your board of directors' current gender composition:</p>	<table border="1"> <thead> <tr> <th></th> <th>0</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> <th>7</th> <th>8</th> <th>9</th> <th>10</th> </tr> </thead> <tbody> <tr> <td>Elected-Male</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td>Elected-Female</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> 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<p>4.3.1 Gender Balance: Chair & Deputy</p> <p>The board should ensure that either the role of Chair or Deputy Chair is filled by a Female or Gender Diverse person. Please use this table to indicate the gender make up of your Chair and Deputy Chair:</p>	<table border="1"> <thead> <tr> <th></th> <th>Male</th> <th>Female</th> <th>Gender Diverse</th> <th>Not Applicable</th> </tr> </thead> <tbody> <tr> <td>Chair</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td>Deputy Chair (or equivalent)</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> </tbody> </table>		Male	Female	Gender Diverse	Not Applicable	Chair	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Deputy Chair (or equivalent)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>																																																																																													
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<p>4.4 Director Independence</p> <p>The organisation's directors should be independent*, regardless of whether elected or appointed</p>	<ol style="list-style-type: none"> 1. The organisation has directors who are also representing member bodies 2. The organisation has directors who are not representing member bodies, but have another material conflict 3. Appointed directors are independent, however its elected directors may not be independent 4. All elected and appointed directors are independent and have no conflicts with member bodies, nor any other material conflict 																																																																																																												
<p>*A director of a sporting organisation should only be seen as independent if they are free of any interest, position or relationship that might influence, or reasonably be perceived to influence their judgment on board matters. See Director Independence Guidance Sheet for more information.</p>																																																																																																													



4.5 Appointment of Directors The organisation has a documented and transparent process for the identification and appointment of directors	<ol style="list-style-type: none"> 1. The organisation does not have processes for the identification or appointment of directors 2. The organisation has an ad hoc process to identify and appoint directors 3. The organisation has documented processes to identify and appoint directors, operating under an agreed terms of reference and includes a nominations committee with an external chair. The committee's recommended nominees are generally elected by its members 4. The organisation has its Nominations Committee codified in its constitution including a board appointed independent chair. The committee has the power to determine the nominees or candidate suitability (or not) for further consideration by the board or voting members 																																
4.5.1 Nominations Committee Gender Balance The board should ensure that no one gender accounts for more than 50% of Nominations Committee members. Please use this table to indicate the gender make-up of the nominations committee.	<table border="1"> <thead> <tr> <th></th> <th>0</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>N/A</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td>Female</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td>Gender Diverse</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> </tbody> </table>		0	1	2	3	4	5	N/A	Male	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Female	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Gender Diverse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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4.6 Elected vs Appointed Directors The board has a composition which incorporates both elected and appointed directors	<ol style="list-style-type: none"> 1. The board has all elected directors 2. The board has between 0-20% appointed directors 3. The board has 21-40% appointed directors 4. The board has more than 40% appointed directors, but a majority are still elected 																																
4.7 Governance Education Directors undertake recognised governance education	<ol style="list-style-type: none"> 1. Less than 30% of directors have undertaken a recognised governance course 2. Between 30-59% of directors have undertaken a recognised governance course 3. Between 60-99% of directors have undertaken a recognised governance course 4. All directors have undertaken a recognised governance course 																																
*Recognised governance education includes the ASC Governance Education courses (e.g. The Start Line), AICD Foundations of Directorship, ICDA Diploma of Governance, or equivalent. Workshops and seminars facilitated or offered by the ASC or State and Territory Agencies for Sport & Recreation are not included in recognised education for the purposes of this question																																	



Principle 5

The rulebook – documents that outline duties, powers, roles and responsibilities

An organisation should clearly define and document its structure and the duties, responsibilities and powers of members, directors, committees and management.

Sport Governance Standard	Measures
5.1 Legal Entity The organisation should be a legal entity incorporated under the legislation which best fits its size, need and jurisdiction	<ol style="list-style-type: none"> 1. The organisation is not incorporated under legislation which best suits its size, need and jurisdiction 2. The board has commenced discussions regarding transitioning to a legal entity which best suits its size, need and jurisdiction 3. The organisation is in the process of transitioning to a legal entity which best suits its size, need and jurisdiction 4. The organisation is a legal entity which best suits its size, need and jurisdiction
5.2 Director Term Limits The organisation should have a staggered rotation system for directors, with term limits and a maximum tenure of no longer than 10 years	<ol style="list-style-type: none"> 1. The organisation does not have term limits or a maximum tenure for directors 2. The organisation limits the term for directors, but maximum tenure is in excess of 10 years 3. The organisation limits the term for directors and has in place a maximum tenure of 10 years or less 4. The organisation staggers terms to encourage board renewal while retaining corporate memory, and has in place a maximum tenure of 10 years or less
5.3 Director Eligibility A director who has completed the maximum tenure on the board is not eligible to stand as a director for that organisation for a period of at least three years	<ol style="list-style-type: none"> 1. The organisation does not have a minimum period before a former director is eligible to re-join the board 2. The organisation has a minimum period of 1 year before a former director is eligible to re-join the board 3. The organisation has a minimum period of 2 years before a former director is eligible to re-join the board 4. The organisation has a minimum period of 3 or more years before a former director is eligible to re-join the board



5.4 Director Induction The board has a process for inducting new directors	<ol style="list-style-type: none">1. New directors do not undertake an induction process or training2. New directors do not undertake a documented induction process or training but are provided with key documents (including the Constitution, Board Charter, Code of Conduct, Conflict of Interest Policy, Risk Management Policy, the Strategic Plan, and any other relevant governance documents)3. New directors undertake a documented induction process, including relevant training, provision of all key documents, and meetings with at least the Chair and CEO4. New directors undertake a documented induction process, including relevant training, provision of all key documents, and meetings with at least the Chair and CEO. New Directors also meet with the key leaders of the member bodies
5.5 Board Charter The board operates under a documented board charter	<ol style="list-style-type: none">1. The board does not have a documented board charter2. The board has a documented board charter, which has not been actively referred to and/or revised in the last 2 years3. The board has a documented board charter which is not regularly referred to by the directors to manage director conduct and board procedure, but has been revised by the board in the last 2 years4. The board has a documented board charter that is referred to when managing director conduct or board procedure. The board charter has been used to guide and reinforce desired behaviours and is revised annually by the board



Principle 6

The playbook – board processes which ensure accountability and transparency

Through effective processes and continual review of its performance, the board is able to demonstrate accountability and transparency to its members and stakeholders.

Sport Governance Standard	Measures																																
6.1 Finance, Audit and Risk Committee The organisation has a Finance, Audit and Risk committee	<div><div></div><div>1. The organisation does not have a Finance, Audit and Risk Committee (or equivalent)</div><div>2. The organisation has a Finance, Audit and Risk Committee (or equivalent) but does not operate under an agreed terms of reference</div><div>3. The organisation has a Finance, Audit and Risk Committee (or equivalent) that operates under an agreed terms of reference, which is reviewed and updated annually. The Committee includes an accountant. The committee meets at least quarterly</div><div>4. The organisation has a Finance, Audit and Risk Committee (or equivalent) that operates under an agreed terms of reference, which is reviewed and updated annually. The Committee includes at least one external and independent CPA or Chartered Accountant and is chaired by an independent member. The Committee meets at least quarterly</div></div>																																
6.1.1 Finance, Audit & Risk Committee Gender Balance Please use this table to indicate the gender make-up of the Finance, Audit and Risk committee (or equivalent).	<table><tr><th></th><th>0</th><th>1</th><th>2</th><th>3</th><th>4</th><th>5</th><th>N/A</th></tr><tr><td>Male</td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td></tr><tr><td>Female</td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td></tr><tr><td>Gender Diverse</td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td></tr></table>		0	1	2	3	4	5	N/A	Male	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Female	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Gender Diverse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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6.2 Chair Appointment and Evaluation The board shall appoint the chair and evaluate their performance	<div><div></div><div>1. The organisation has a chair who is not elected by the board</div><div>2. The organisation has a chair elected by the board but does not document the process for this election</div></div>																																



	<ol style="list-style-type: none"> 3. The organisation has a chair elected by the board with a clearly defined position description and documents the process for this election 4. The organisation has a chair elected by the board with a clearly defined and reviewed position description and documents the process for this election. The chair's performance is assessed at least every two years, and a development action plan is created and implemented
6.3 CEO Eligibility The board shall ensure that the CEO, upon leaving their role, is not appointed or elected to the board within 3 years	<ol style="list-style-type: none"> 1. The organisation does not have a minimum period before a former CEO (or equivalent) is eligible to become a director 2. The organisation has a minimum period of 1 year before a former CEO (or equivalent) is eligible to become a director 3. The organisation has a minimum period of 2 years before a former CEO (or equivalent) is eligible to become a director 4. The organisation has a minimum period of 3 or more years before a former CEO (or equivalent) is eligible to become a director 5. N/A - this standard is not applicable to this organisation
6.4 Conflict of Interest The board has rigorous processes for identifying and managing director conflict of interest	<ol style="list-style-type: none"> 1. The board does not have a conflict-of-interest policy and register 2. The board has a conflict-of-interest policy and register but it is not rigorously applied or updated 3. The board maintains a conflict-of-interest policy and register, that is regularly updated and enforced, and reviews conflicts as a standing agenda item 4. The board maintains a conflict-of-interest policy and register that is regularly updated and enforced, and reviews conflicts as a standing agenda item. Directors are required to complete an annual statement of interest
6.5 Governance Reporting The organisation reports on governance outcomes at both its Annual General Meeting (AGM) and in its Annual Report	<ol style="list-style-type: none"> 1. The organisation does not report on governance outcomes 2. The organisation reports on governance outcomes at its AGM only 3. The organisation reports on governance outcomes at its AGM and in its annual report 4. The organisation reports on governance outcomes at its AGM and in its annual report, and outlines plans to meet the standard/s going forward



Principle 7

The defence – a system which protects the organisation

To proactively protect the organisation from harm, the board ensures the organisation has and maintains robust and systematic processes for managing risk.

Sport Governance Standard	Measures
7.1 Vulnerable Persons and Children The organisation has a documented process to ensure compliance with working with vulnerable persons and children legislation that reflects the varying legislative requirements of all States and Territories, including maintenance of relevant checks	<ol style="list-style-type: none"> 1. The organisation does not document processes for people engaged and deployed to work with vulnerable persons and children 2. The organisation documents processes for people engaged and deployed to work with vulnerable persons and children, but the sport does not have a national policy 3. The sport has a national policy and documents processes for people engaged and deployed to work with vulnerable persons and children. The board ensures this is implemented consistently within the organisation, including aligning to the relative legislation 4. The sport has a national policy and documents processes for people engaged and deployed to work with vulnerable persons and children that is aligned to the relevant legislation and is regularly reviewed and implemented consistently throughout the sport
7.2 Development of Risk Management The board has a documented process for ensuring that the policies and procedures implemented by management are consistent with the organisation's risk management framework	<ol style="list-style-type: none"> 1. The organisation has not developed a risk management process or associated policies 2. The organisation has developed policies associated with the management of risk 3. The organisation has developed a risk management process, and the board has oversight of risk through regular reporting against the process 4. The organisation has a nationally aligned risk management process, and the board has oversight of risk through regular reporting against the framework. The sport educates and trains staff and volunteers on how to report and treat risks in line with the process
7.3 Implementation of Risk Management The board has established a risk management system that is appropriate for the size and context of the organisation,	<ol style="list-style-type: none"> 1. The organisation does not implement a risk management system 2. The organisation does have a risk management system, but it is not consistently implemented, monitored, or reviewed by the board



<p>aligns with strategy and enables organisation-wide decision making for the management of threats and opportunities</p>	<ol style="list-style-type: none">3. The organisation has a nationally aligned risk management system that is appropriate for the organisation, integrated across the organisation and provides clear parameters for the way risk is managed, treated, and reported4. The organisation has a nationally aligned risk management system that is appropriate for the organisation, is integrated and implemented, reviewed, and monitored consistently to ensure effectiveness. The board has established a positive culture ensuring risk is embedded and managed in all parts of the organisation
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Principle 8

The best and fairest – a system for ensuring integrity

An organisation should have measures and protocols to ensure integrity of the sport and safeguard its participants.

Note for National Sporting Organisations (NSO):

From July 2022, Sport Integrity Australia is responsible for standards relating to Principle 8, including the measurement of maturity levels and support for sporting organisations. The following standards are presented as guidance for State Sporting Organisations (SSO) only; they are not administered or supported by the ASC.

Standard	Measures
8.1 Stakeholder Engagement for Integrity Framework The organisation maintains an appropriate stakeholder education plan for its integrity framework	<ol style="list-style-type: none"> 1. The organisation does not have a stakeholder education plan in place for its integrity framework 2. The organisation has a stakeholder education plan for its integrity framework 3. The sport has a national stakeholder education plan in place for its integrity framework 4. The sport implements the national stakeholder education plan on all aspects of its integrity framework. This framework and education plan is regularly reviewed and adjusted as needed
8.2 Reporting Integrity Issues The organisation has a defined process for reporting integrity issues (e.g. bullying, corruption, harassment, doping) throughout the organisation and escalation as required	<ol style="list-style-type: none"> 1. The organisation does not have defined processes for reporting integrity issues nor for escalation of these issues 2. The organisation has defined processes for reporting integrity issues, but the sport does not have a national policy 3. The sport has defined processes for reporting integrity issues, and these are referred to regularly 4. The sport has defined processes, that are regularly reviewed and have tracking in place for logging integrity issues
8.3 Dispute Resolution The organisation has clearly defined processes for resolving sports related disputes that include both internal means of	<ol style="list-style-type: none"> 1. The organisation does not have clearly defined processes for resolving sports related disputes 2. The organisation has clearly defined processes for resolving sports related disputes, but they:



<p>handling complaints, and external dispute resolution mechanisms</p>	<p>a. are not consistently applied or well understood; and/or, b. do not include internal and external dispute resolution mechanisms, c. are not part of a nationally consistent process</p> <p>3. The sport has clearly defined processes for resolving sports related disputes including internal methods of handling complaints and external dispute resolution mechanisms (e.g. NST), which are consistently applied and well understood</p> <p>4. The sport has clearly defined processes for resolving sports related disputes including internal means of handling complaints and external dispute resolution mechanisms, which are applied, well understood, and regularly reviewed throughout the sport</p>
<p>8.4 Member Protection and Child Safeguarding The organisation's Member Protection Policy and Child Safeguarding Policy are compliant with relevant requirements</p>	<p>1. The organisation has not adopted a member protection and/or child safeguarding policy</p> <p>2. The organisation's policies are limited to either a member protection policy OR child safeguarding policy, but the sport does not have national policies</p> <p>3. The sport has adopted a national member protection policy and child safeguarding policy, which is compliant with applicable legislation and is implemented consistently throughout the sport</p> <p>4. The sport has adopted a member protection policy and child safeguarding policy, which is compliant with applicable legislation, it is consistently applied, well understood, tracked and reviewed throughout the sport</p>
<p>(Vic only) 8.5 Integrity Culture The organisation has established mechanisms to create a culture that promotes inclusion, safety and good behaviour through codes of behaviour and education to support their Member Protection Policy and Child Safeguarding Policy</p>	<p>1. The organisation does not provide codes of behaviour (aligned with its values) or education to support its stakeholders in the areas of inclusion, safety, and expected behaviour</p> <p>2. The organisation has developed a policy or codes of behaviour but does not align with the Fair Play code of conduct and has not provided education to promote inclusion, safety, and good behaviour</p> <p>3. The sport has established mechanisms and policies that align with the Fair Play code of conduct and are reviewed annually. They provide training and education to their stakeholders on inclusion, safety, and expected behaviour</p> <p>4. The sport has established mechanisms and policies that align with the Fair Play code of conduct and are reviewed annually. Training and education on inclusion, safety, and expected behaviour is adjusted to ensure they continue to meet stakeholder needs. The program is benchmarked and assessed against other like organisations</p>



<p>8.5 Integrity Culture</p> <p>The organisation has established mechanisms to create a culture that promotes inclusion, safety and good behaviour through codes of behaviour and education to support their Member Protection Policy and Child Safeguarding Policy</p>	<ol style="list-style-type: none"> 1. The organisation does not provide codes of behaviour (aligned with its values) or education to support its stakeholders in the areas of inclusion, safety, and expected behaviour 2. The organisation has developed codes of behaviour but has not provided education to promote inclusion, safety, and expected behaviour 3. The sport has established mechanisms which are reviewed regularly. They provide training and education to their stakeholders on inclusion, safety, and expected behaviour 4. The sport has established mechanisms that are reviewed annually. Training and education on inclusion, safety, and expected behaviour is adjusted to ensure they continue to meet stakeholder needs. The program is benchmarked and assessed against other like organisations
<p>8.6 Competition Manipulation and Sports Wagering</p> <p>The organisation's policy on competition manipulation and sports wagering is compliant with relevant requirements</p>	<ol style="list-style-type: none"> 1. The organisation has not adopted a Competition Manipulation and Sports Wagering policy 2. The organisation has adopted a Competition Manipulation and Sports Wagering policy 3. The sport has a Competition Manipulation and Sports Wagering policy, which is compliant with applicable legislation and is implemented consistently throughout the sport 4. The sport has adopted a Competition Manipulation and Sports Wagering policy, which is compliant with applicable legislation. It is consistently applied, well understood, tracked and reviewed throughout the sport
<p>8.7 Anti-Doping</p> <p>The organisation's policy on Anti-Doping is current and compliant with relevant requirements</p>	<ol style="list-style-type: none"> 1. The organisation has not adopted an Anti-Doping policy 2. The organisation's has adopted an Anti-Doping policy, but is not compliant with Sport Integrity Australia requirements 3. The sport has a current Anti-Doping policy, which is compliant with Sport Integrity Australia requirements and is implemented consistently throughout the sport 4. The sport has adopted a current Anti-Doping policy, which is compliant with Sport Integrity Australia requirements, it is consistently applied, well understood, tracked and reviewed throughout the sport
<p>8.8 Improper Use of Drugs and Medicine</p> <p>The organisation's policy on Improper Use of Drugs and Medicine is current and compliant with relevant requirements</p>	<ol style="list-style-type: none"> 1. The organisation has not adopted an Improper Use of Drugs and Medicine Policy 2. The organisation has adopted an Improper Use of Drugs and Medicine Policy 3. The sport has an Improper Use of Drugs and Medicine Policy which is implemented consistently throughout the sport 4. The sport has an Improper Use of Drugs and Medicine Policy which consistently applied, well understood, tracked and reviewed throughout the sport



Principle 9

The scorecard – embedded systems of internal review to foster continuous improvement

The board must have an appropriate system of internal controls to enable it to monitor performance, track progress against strategy and address issues of concern.

Sport Governance Standard	Measures
9.1 Board Evaluation The board should regularly evaluate its performance and performance of individual directors. The board should agree and implement a plan to take forward any actions resulting from the evaluations	<ol style="list-style-type: none"> 1. The board does not conduct a board evaluation process 2. The board conducts a board evaluation process, but it does not assess individual director's performance. 3. The board conducts a board evaluation process and individual director evaluations, and implements action plans 4. The board conducts a board evaluation process at least every 2 years, and an individual director evaluation that incorporates an independent external process at least every 2 years, and implements action plans
9.2 Board Meeting Schedule The board will operate itself in an efficient manner and directors meet as appropriate to discharge their duties effectively	<ol style="list-style-type: none"> 1. The board does not schedule a minimum of five board meetings a year 2. The board schedules five or more board meetings a year 3. The board schedules more than five board meetings a year, and has scheduled the key governance activities into the relevant board meetings 4. The board schedules more than five board meetings a year and makes publicly available an annual meeting calendar which includes the scheduling of key governance activities. It has an appropriate balance between review/performance monitoring activities and forward-looking strategic items
9.3 Board Meeting Agenda The board has documentation and processes to operate its meetings in an efficient and effective manner	<ol style="list-style-type: none"> 1. The organisation does not circulate agenda and board papers to the board 2. The organisation circulates agenda and board papers to the board 3. The organisation's chair calls for agenda items from directors and papers are circulated 4. The organisation's chair calls for agenda items from directors. Papers are circulated for every agenda item in advance (minimum 1 week). These papers are stored and readily available for directors to access and refer to, including past papers



<p>9.4 Board Meeting Minutes</p> <p>The board maintains accurate records of meetings and board decisions</p>	<ol style="list-style-type: none"> 1. The organisation does not keep director-approved minutes of board meetings 2. The organisation records and documents director-approved minutes of board meetings, including a record of all board decisions 3. The organisation records and documents director-approved minutes of board meetings, including a record of all board decisions. Minutes are circulated to directors for approval within 1 week of meeting 4. The organisation records and documents director-approved minutes of board meetings, including a record of all board decisions. Minutes are circulated for approval within 1 week of meeting. Board decisions are communicated to members
<p>9.5 Financial Delegations</p> <p>The board has documented financial delegations. This includes, but is not limited to expenditure, funding, grants, and other financial transactions as resolved by the board</p>	<ol style="list-style-type: none"> 1. The board does not have documented financial delegations 2. The board documents financial delegations 3. The board documents financial delegations, which are reviewed by the finance, audit and risk committee (or equivalent) on an annual basis 4. The board documents financial delegations, which are reviewed by the finance, audit and risk committee (or equivalent) on an annual basis. Appropriate education is provided to delegates with respect to their responsibilities
<p>9.6 Non-Financial Delegations</p> <p>The board has documented non-financial delegations. This includes, but is not limited to, human resources, correspondence/public relations, membership, strategic actions, business plans, board resolutions, grievances, and complaints</p>	<ol style="list-style-type: none"> 1. The board does not have documented non-financial delegations 2. The board documents non-financial delegations 3. The board documents non-financial delegations, and the relevant board committee reviews them on an annual basis 4. The board documents non-financial delegations, and the relevant board committee reviews them on an annual basis. Appropriate education is provided to delegates with respect to their responsibilities
<p>9.7 CEO Evaluation</p> <p>The board has a documented CEO (or equivalent) performance evaluation process</p>	<ol style="list-style-type: none"> 1. The board does not have a performance evaluation process for the CEO (or equivalent) 2. The board has developed an ad hoc performance evaluation process for the CEO (or equivalent) 3. The board has developed and documents the annual performance evaluation process for the CEO (or equivalent), which includes review of KPI achievement, professional development, and adherence to the organisation's values 4. The board documents a rolling performance evaluation process for the CEO (or equivalent), which includes regular review of KPI achievement, professional development, and adherence to the organisation's values



	5. 5. N/A - this Standard is not applicable to this organisation
9.8 Succession Planning The board has a documented succession planning process for key personnel and the retention of corporate knowledge	<ol style="list-style-type: none">1. The board does not have succession plans in place for key personnel2. The board has succession plans in place for key personnel3. The board regularly reviews the succession plans for key personnel4. The board regularly reviews the succession plans for key personnel and allocates time at board meetings to discuss and refine these plans





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