

# SPORTAUS

## Sport Governance Standards

July 2020



# Introduction to the Sport Governance Standards

The Sport Governance Standards (SGS) are the measures by which both Sport Australia and National Sporting Organisations (NSOs) can evaluate the effectiveness and efficiency of their governance systems and processes.

The SGS have been co-designed with the Australian sport sector, with an increased focus on accountability and transparency, and with the main aim being continuous governance improvement in all sporting organisations.

## **Why have standards?**

Using the SGS as an organisational governance evaluation tool, Sport Australia will be able to identify, advise, support, resource, and educate partners and, in turn, work with NSOs to continually improve their governance systems and processes. Similarly, State/Territory agencies will be able to adopt the SGS to assist sporting organisations in their jurisdiction.

## **How many standards are there?**

Replacing the Mandatory Sport Governance Principles (MSGPs), there are 37 SGS across the 9 Sport Governance Principles, bringing the principles to life in practice.

## **How are the SGS different to the MSGPs?**

Each SGS has four (4) measures, reflecting the clear commentary from the sector that the SGS will have maximum impact if they are structured to acknowledge that, due to many factors, one organisation's good practice may be different to another organisation's good practice.

Additionally, the SGS are intended to offer clear leadership on how improvement of outcome can be measured. The language is such that the SGS are applicable to all sporting organisations no matter size, jurisdiction or maturity.

## **What are Sport Australia's expectations of NSOs in regard to the standards?**

The intention is that the SGS will be used by the sector to evaluate governance maturity and help develop governance improvement plans, with further support and education at both a national and State/Territory level.

All NSOs will undertake an evaluation against the SGS for continuous improvement purposes. Funded NSOs will be required to produce an annual governance statement outlining an "If not, why not" approach against any deviation or lack of achievement of the SGS, to both Sport Australia and its members.



# 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
<p>1.1 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 members</p>	<ol style="list-style-type: none"> <li>1. The board has not implemented a directors' code of conduct</li> <li>2. The board has a directors' code of conduct, executed by its directors during their induction</li> <li>3. The board publishes directors' code of conduct, which is reviewed annually by the board and annually executed by all directors</li> <li>4. The board publishes directors' code of conduct, which is reviewed annually by the board (and with input from stakeholders) and annually executed by all directors. The code directly integrates behavioural expectations with the organisation's values</li> </ol>
<p>1.2 The organisation actively engages with its stakeholders to establish, define and publishes its core values and associated behaviours</p>	<ol style="list-style-type: none"> <li>1. The organisation has not defined or published values and behaviours</li> <li>2. The organisation defines and publishes values and behaviours</li> <li>3. The organisation defines and publishes values and behaviours, which are aligned nationally and reviewed by stakeholders</li> <li>4. The organisation defines and publishes values and behaviours, which are aligned nationally and reviewed by stakeholders. The organisation integrates these values and behaviours into induction, recruitment and performance evaluation processes</li> </ol>

## 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
<p>2.1 The board develops and publishes a strategy for engaging with, and listening to, the organisation's members and stakeholders (including boards of their member bodies)</p>	<ol style="list-style-type: none"> <li>1. The board has not developed a strategy to engage with members and stakeholders</li> <li>2. The board has a strategy to engage with members and stakeholders, but it is not published or consistently implemented</li> <li>3. The board publishes a strategy and regularly engages with members and stakeholders</li> <li>4. The board publishes a strategy and regularly collaborates with members and stakeholders and conducts an annual review and planning processes</li> </ol>
<p>2.2 The board identifies and implements opportunities to meet with and collaborate regularly with the boards of their member bodies</p>	<ol style="list-style-type: none"> <li>1. The board does not meet with the boards of member bodies</li> <li>2. The board meets with their member bodies on an ad hoc basis, usually at the Annual General Meeting</li> <li>3. The board engages/meets face to face with member bodies and engages via regular electronic communications</li> <li>4. The board is proactive and engages with member bodies and regularly collaborates across all areas of the sport</li> </ol>

2.3 The organisation proactively engages, communicates and collaborates with its members, ensuring accountability and transparency

1. The organisation does not communicate with its members
2. The organisation communicates with its members on an ad-hoc basis, usually when information is sought by either party
3. The organisation regularly and proactively communicates with its members. This communication is two way between both parties
4. The organisation regularly and proactively communicates with its members and provides regular forums where members are given the opportunity to provide feedback and input on the direction of the organisation

## 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
<p>3.1 The organisation has adopted, in consultation with its members, a strategic plan with clear and measurable targets which link to a detailed operating budget</p>	<ol style="list-style-type: none"> <li>1. The organisation does not have a strategic plan</li> <li>2. The organisation develops a strategic plan, but with no accompanying budget</li> <li>3. The organisation develops a whole of sport rolling strategic plan with an accompanying budget, which is annually reviewed by the organisation</li> <li>4. The organisation develops a whole of sport strategic plan which is endorsed and implemented consistently and effectively by its member bodies. The plan has measurable objectives and a detailed three-year forward financial model that is compared with historical financials</li> </ol>

## 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 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"> <li>1. The board does not have a board skills matrix or have regard to diversity of skills when identifying directors for elected and appointed positions</li> <li>2. The board does not have a board skills matrix, but has regard to diversity of directors' skills when identifying directors for elected and appointed positions</li> <li>3. The board utilises a board skills matrix, which aligns with their strategic goals when identifying directors for elected and appointed positions</li> <li>4. The board utilises a board skills matrix, which aligns with their strategic goals when identifying directors for elected and appointed positions. The board/organisation actively promotes and publicises board opportunities in line with identified skill gaps</li> </ol>
4.2 The board demonstrates a strong and public commitment to progressing towards achieving its diversity targets within its board composition including: Geographical locality, Aboriginal and Torres Strait Islander, CALD, Age, SES, Disability, Sexual Orientation, Gender Identity, Race, Religion	<ol style="list-style-type: none"> <li>1. The board identifies diversity targets necessary to achieve its strategic goals</li> <li>2. The board publicly discloses its diversity targets and achievement against these</li> <li>3. The board has a diverse mix of directors and has an inclusion policy</li> <li>4. The board has a diverse mix of directors and has an inclusion policy. It makes investment decisions to support the implementation of leadership diversity and has detailed action plans in place to achieve greater outcomes</li> </ol>
4.3 The board, while ensuring the prevailing criterion for election is eligibility, skills, expertise and experience should be	<ol style="list-style-type: none"> <li>1. The board has more than 80% of one gender</li> <li>2. The board has no more than 80% of one gender</li> <li>3. The board has no more than 70% of one gender</li> </ol>

composed in a manner such that no gender accounts for more than 60% of the total number of Directors	4. The board has no more than 60% of one gender
4.4 The organisation's directors should be independent, regardless of whether elected or appointed	<ol style="list-style-type: none"> <li>1. The organisation has directors, who are also representing other constituent bodies</li> <li>2. The organisation has directors, who are not representing other constituent bodies, yet have another material conflict</li> <li>3. Appointed directors are independent, its elected directors may not be independent</li> <li>4. All elected and appointed directors are independent and have no conflicts</li> </ol>
4.5 The organisation has a documented and transparent process for the identification and appointment of directors	<ol style="list-style-type: none"> <li>1. The organisation does not have processes for the identification or appointment of directors</li> <li>2. The organisation has an ad hoc process to identify and appoint directors</li> <li>3. The organisation has documented processes to identify and appoint directors, operating under an agreed term of reference and includes a nominations committee with an external chair. The committee's recommended nominees are generally elected by its members</li> <li>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.</li> </ol>
4.6 The board has a composition which incorporates both elected and appointed directors	<ol style="list-style-type: none"> <li>1. The board has all elected directors</li> <li>2. The board has between 0-20% appointed directors</li> <li>3. The board has 21-39% appointed directors</li> <li>4. The board has more than 40% appointed directors, but a majority are still elected</li> </ol>



## 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 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"> <li>1. The organisation is not incorporated under legislation which best suits its size, need and jurisdiction</li> <li>2. The board has commenced discussions regarding transitioning to a legal entity which best suits its size, need and jurisdiction</li> <li>3. The organisation is in the process of transitioning to a legal entity which best suits its size, need and jurisdiction</li> <li>4. The organisation is a legal entity which best suits its size, need and jurisdiction</li> </ol>
5.2 The organisation should have a staggered rotation system for directors, with term limits and a maximum tenure of no longer than 10 years. A director may serve on the Board for a maximum of twelve years if appointed as chair of the organisation or to a senior position with an international federation	<ol style="list-style-type: none"> <li>1. The organisation does not have term limits or a maximum tenure for directors</li> <li>2. The organisation limits the term for directors but a maximum tenure in excess of 10 years</li> <li>3. The organisation limits the term for directors and a maximum tenure of 10 years or less</li> <li>4. The organisation staggers terms to encourage board renewal while retaining corporate memory, and a maximum tenure of 10 years or less</li> </ol>
5.3 A director who has completed the maximum term 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"> <li>1. The organisation does not have a minimum period before a former director is eligible to re-join the board</li> </ol>

	<ol style="list-style-type: none"> <li>2. The organisation has a minimum period of 1 year before a former director is eligible to re-join the board</li> <li>3. The organisation has a minimum period of 2 years before a former director is eligible to re-join the board</li> <li>4. The organisation has a minimum period of 3 or more years before a former director is eligible to re-join the board</li> </ol>
5.4 The board has a process for inducting new directors	<ol style="list-style-type: none"> <li>1. New directors do not undertake an induction process</li> <li>2. New directors do not undertake a documented induction process 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)</li> <li>3. New directors undertake a documented induction process, including provision of all key documents and meetings with at least the Chair and CEO</li> <li>4. New directors undertake a documented induction process, including 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</li> </ol>
5.5 The board operates under a documented board charter	<ol style="list-style-type: none"> <li>1. The board does not have a documented board charter</li> <li>2. The board has a documented board charter, which has not been actively referred to and/or revised in the past 2 years</li> <li>3. 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 past 2 years</li> <li>4. The board has a documented board charter, which has been referred to in resolution of director conduct or board procedure and which is revised annually by the board</li> </ol>

## 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 The organisation has a Finance, Audit and Risk committee	<ol style="list-style-type: none"> <li>1. The organisation does not have a Finance, Audit and Risk Committee</li> <li>2. The organisation has a Finance, Audit and Risk Committee but does not operate under an agreed term of reference</li> <li>3. The organisation has a Finance, Audit and Risk Committee that operates under an agreed term of reference, which is reviewed and updated annually. The Committee includes an accountant. The committee meets 6-monthly</li> <li>4. The organisation has a Finance, Audit and Risk Committee that operates under an agreed term of reference, that is reviewed and updated annually. The Committee includes at least one external and independent CPA or Chartered Accountant. The Committee meets quarterly</li> </ol>
6.2 The board shall appoint the chair and evaluate their performance	<ol style="list-style-type: none"> <li>1. The organisation has a chair who is not elected by the board</li> <li>2. The organisation has a chair elected by the board, but does not document the process for this election</li> <li>3. The organisation has a chair elected by the board, with a clearly defined position description and documents the process for this election</li> <li>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 biannually and a development action plan created and implemented</li> </ol>

<p>6.3 The board shall ensure that the CEO, upon leaving their role, is not appointed or elected to the board within 3 years</p>	<ol style="list-style-type: none"> <li>1. The organisation does not have a minimum period before a former CEO is eligible to become a director</li> <li>2. The organisation has a minimum period of 1 year before a former CEO is eligible to become a director</li> <li>3. The organisation has a minimum period of 2 years before a former CEO is eligible to become a director</li> <li>4. The organisation has a minimum period of 3 or more years before a former CEO is eligible to become a director</li> </ol>
<p>6.4 The board has rigorous processes for identifying and managing director conflicts of interest</p>	<ol style="list-style-type: none"> <li>1. The board does not have a conflict of interest policy and register</li> <li>2. The board has a conflict of interest policy and register but it is not rigorously applied or updated</li> <li>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</li> <li>4. The board maintains a conflict of interest policy and register, that is regularly updated and enforced, reviews conflicts as a standing agenda item, and directors are required to complete an annual statement of interest</li> </ol>
<p>6.5 The organisation reports on governance outcomes at both its Annual General Meeting (AGM) and in its Annual Report</p>	<ol style="list-style-type: none"> <li>1. The organisation does not report on governance outcomes</li> <li>2. The organisation reports on governance outcomes at its AGM only</li> <li>3. The organisation reports on governance outcomes at its AGM and in its annual report</li> <li>4. The organisation reports on governance outcomes at its AGM and in its annual report. They provide an "If not, why not" statement as to why they have not met the Sport Governance Standard/s and outlines plans to meet the standard/s going forward</li> </ol>

# 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 The organisation has a documented process to ensure compliance with working with vulnerable persons legislation (that reflects the varying legislative requirements of all States and Territories) including maintenance of relevant checks	<ol style="list-style-type: none"> <li>1. The organisation does not document processes for workers/volunteers working with vulnerable persons</li> <li>2. The organisation documents processes for workers/volunteers working with vulnerable persons but it does not have a national policy</li> <li>3. The organisation documents national processes for working with vulnerable persons roles. The board ensures this is implemented consistently throughout the organisation, reflecting the varying legislative requirements of all States/Territories</li> <li>4. The organisation documents national processes for workers/volunteers in child-related roles, aligned to relevant legislation (of all State and Territories), that is regularly reviewed and implemented consistently by member bodies</li> </ol>
7.2 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"> <li>1. The organisation has not developed a risk management framework or associated policies</li> <li>2. The organisation has developed policies associated with the management of risk</li> <li>3. The organisation has developed a risk management framework and the board has oversight of risk through regular reporting against the framework</li> <li>4. The organisation has developed a risk management framework and the board has oversight of risk through regular reporting against the framework. The organisation educates and trains staff and volunteers on how to report and treat risks in line with the framework</li> </ol>

# 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.

Sport Governance Standard	Measures
8.1 The organisation maintains an appropriate stakeholder education and communication plan for its integrity framework	<ol style="list-style-type: none"> <li>1. The organisation does not have a stakeholder education and communication plan in place for its integrity framework</li> <li>2. The organisation has a stakeholder education plan and/or communication plan for its integrity framework but it is not a national plan</li> <li>3. The organisation has a national stakeholder education and communication plan in place for its integrity framework</li> <li>4. The organisation implements national stakeholder education and regularly communicates all aspects of its integrity framework. This framework is regularly reviewed and adjusted as needed</li> </ol>
8.2 The organisation has a defined process for reporting integrity issues (e.g. bullying, corruption, harassment, doping) throughout the organisation and escalation to the board and Sport Integrity Australia where appropriate	<ol style="list-style-type: none"> <li>1. The organisation has not defined processes for reporting integrity issues nor for escalation of these issues to the board or Sport Integrity Australia</li> <li>2. The organisation has defined processes for reporting integrity issues, however it is not a national policy</li> <li>3. The organisation has defined national processes for reporting integrity issues and are referred to regularly</li> <li>4. The organisation has defined national processes, that are regularly reviewed and have tracking in place for logging integrity issues</li> </ol>
8.3 The organisation has clearly defined processes for resolving sports related disputes that include both internal means of handling complaints, and external dispute resolution mechanisms	<ol style="list-style-type: none"> <li>1. The organisation does not have clearly defined processes for resolving sports related disputes</li> <li>2. The organisation has clearly defined processes for resolving sports related disputes, but they:               <ol style="list-style-type: none"> <li>a. are not consistently applied or well understood; and/or</li> </ol> </li> </ol>

	<ul style="list-style-type: none"> <li>b. do not include internal and external dispute resolution mechanisms</li> <li>c. are not national</li> </ul> <ol style="list-style-type: none"> <li>3. The organisation has clearly defined national 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</li> <li>4. The organisation has clearly defined national 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</li> </ol>
<p>8.4 The organisation's Member Protection Policy and Child Safeguarding Policy are compliant with Sport Australia and Sport Integrity Australia requirements</p>	<ol style="list-style-type: none"> <li>1. The organisation does not comply with the Sport Australia and Sport Integrity Australia requirements in member protection or child safeguarding</li> <li>2. The organisation has developed a compliant member protection and child safeguarding policy, but the policy it is not a national policy</li> <li>3. The organisation has developed a compliant member protection policy and child safeguarding, which is a national policy and is implemented throughout the sport</li> <li>4. The organisation has developed a national compliant member protection policy and child safeguarding policies that are consistently applied, well understood, tracked and reviewed throughout the organisation</li> </ol>
<p>8.5 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"> <li>1. The organisation does not provide codes of behaviour or education to support its stakeholders in the areas of inclusion, safety, and good behaviour</li> <li>2. The organisation has developed codes of behaviour but has not provided education to promote inclusion, safety, and good behaviour</li> <li>3. The organisation has established mechanisms which are reviewed regularly. They provide training and education to their stakeholders on inclusion, safety, and good behaviour</li> <li>4. The organisation has established mechanisms that are reviewed annually. Training and education on inclusion, safety, and good behaviour is adjusted to ensure they continue to meet stakeholder needs. The program is benchmarked and assessed against other like organisations</li> </ol>
<p>8.6 The organisation has a Sport Integrity Australia approved Anti-Match-Fixing Policy</p>	<ol style="list-style-type: none"> <li>1. The organisation has not adopted an anti-match fixing policy and code of conduct</li> <li>2. The organisation's policies are limited to either an anti-match fixing policy OR code of conduct, and they are not national policies</li> </ol>

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|  | <ol style="list-style-type: none"><li>3. The organisation has a national anti-match fixing policy and code of conduct that are annually reviewed and they make amendments to these policies and procedures as required</li><li>4. The organisation has adopted and implemented a national anti-match fixing policy and code of conduct that are annually reviewed and they make amendments to these policies and procedures as required. An education support program is delivered to the sports athletes, their agents, support personnel, officials and staff</li></ol> |
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## 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 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"> <li>1. The board does not conduct an annual board evaluation process</li> <li>2. The board conducts an annual board evaluation process, but it does not assess individual director's performance</li> <li>3. The board conducts an annual board evaluation process, and individual director evaluations and implements action plans</li> <li>4. The board conducts an annual board evaluation process and an individual director evaluation that incorporates an independent external process, at least once every three years, and implements action plans</li> </ol>
9.2 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"> <li>1. The board does not schedule a minimum of five board meetings a year</li> <li>2. The board schedules five or more board meetings a year</li> <li>3. The board schedules more than five board meetings a year, and publishes an annual meeting calendar</li> <li>4. The board schedules more than five board meetings a year, and publishes an annual meeting calendar. The calendar includes topics such as budget approval, strategy review, chief executive officer evaluation and annual general meeting</li> </ol>
9.3 The board has documentation and processes to operate its meetings in an efficient and effective manner	<ol style="list-style-type: none"> <li>1. The organisation does not circulate agenda and board papers to the board</li> <li>2. The organisation circulates agenda and board papers to the board</li> <li>3. The organisation's Chair calls for agenda items from directors and papers are circulated</li> </ol>

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

	<p>4. The board documents a rolling performance evaluation process for the CEO, which includes regular review of KPI achievement, professional development, and adherence to the organisation's values</p>
<p>9.8 The board has a documented succession planning process for key personnel and the retention of corporate knowledge</p>	<ol style="list-style-type: none"> <li>1. The board does not have succession plans in place for key personnel</li> <li>2. The board has succession plans in place for key personnel</li> <li>3. The board regularly reviews the succession plans for key personnel</li> <li>4. The board regularly reviews the succession plans for key personnel and allocates time at board meetings to discuss and refine these plans</li> </ol>



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