**Context**

According to [Sport Governance Principle 2, The Team](https://www.sportaus.gov.au/governance/standards#principle_2_the_team) (aligned sport through cooperation and collaboration), across a sport Boards should work together to govern collaboratively and create alignments to maximise efficient use of resources and implement whole-of-sport plans. Specifically, Sport Governance Standard 2.1 states that Boards develop and publish and implement a stakeholder engagement plan.

**Background**

The purpose of a stakeholder engagement plan is to clearly identify and outline the ways in which a Board will engage, collaborate and align with their members and key stakeholders. A stakeholder engagement plan ensures good governance by promoting transparency, creating trust and ensures accountability with members and their stakeholders.

This stakeholder engagement plan is specific to the Board level, and should be led by the Board, reinforcing collaborative governance, and aligning decision-making and efficiencies across the sport. Although each stakeholder engagement plan will be different and will need to be tailored to reflect the specific circumstances and environment of each sporting organisation, this template is intended to provide a framework and initial basis to enable consideration and documentation of the most effective methods of engagement, frequency and range of stakeholders to achieve collaborative governance outcomes.

In tailoring this document, boards should take this opportunity to reflect how this stakeholder engagement plan can foster member and stakeholder trust in the sporting organisation, promote transparency (are we doing what we say we will do), and drive cooperation, collaborative governance and ultimately create alignment to maximise use of resources and implement whole of sport plans. The engagement plan supports improved outcomes by better enabling the sporting organisation to follow through on commitments with the engagement and support of members and stakeholders. Ideally, the plan should be developed in consultation and partnership with the NSO’s Member Organisations/Associations to ensure a shared commitment.

**How to use this document**

* This document has been designed as a template. Fields highlighted in yellow should be filled out with the information relevant to your organisation.
* Please pay attention to the guidance notes highlighted in green. These are prompts only and will need to be deleted from your final version.
* Please note that this guidance and template are general in nature and must be tailored to the requirements of your NSO.
* This document does not constitute legal advice and should not be relied upon as legal advice.  We recommend seeking further professional advice should you have any specific queries.

**[Insert NSO] Stakeholder Engagement Plan**

Purpose

Stakeholder engagement is a critical component of good governance, and in line with [Sport Australia Sport Governance Standard 2.1](https://www.sportaus.gov.au/governance/standards), National Sporting Organisation (NSO) boards should develop, publish and implement a stakeholder engagement plan. Best practice requires boards to regularly collaborate and cooperate with members and stakeholders and conduct an annual review and planning process of this engagement plan.

This document outlines [insert NSO]’s stakeholder engagement plan and promotes transparency by ensuring [insert NSO] are being proactive, as well as providing clear communication and messaging to those connected across the sport. Effective stakeholder engagement facilitates relationship building and understanding which is beneficial both to [insert NSO] and our stakeholders.

Engagement objectives

[Insert NSO]’s stakeholder engagement plan has been developed to support the board in promoting openness and transparency of their activities, and in seeking member and stakeholder feedback (to performance or proposed initiatives) as well as considering member and stakeholder interests in decision-making. The plan provides appropriate avenues and channels for listening and feedback in the pursuit of our strategic plan, promotes collaborative governance and ensures [insert NSO] is aligning strategic decision-making across the sport.

The [insert NSO] Board has a critical role in leading the organisation’s engagement approach. The board is responsible for approving and then overseeing this engagement plan which enables [insert NSO] to communicate clearly with consistent messaging, whilst fostering positive relationships with key stakeholders and building a culture of trust across the sport. The engagement plan is delivered in conjunction with the CEO, senior management and relevant sub-committees who support the board to deliver the communication, consultation, and collaboration activities. The engagement plan provides opportunities for leaders across the sport to come together, align efforts and decision-making to best promote and ensure the sustainability of the sport.

Key stakeholders

[insert NSO] has many requirements including reporting, compliance, strategic development and planning and managing relationships with internal (e.g., CEO and senior management) and external (e.g., International Federation) stakeholders. The engagement method will differ for each stakeholder depending on the strategic objective and their level of involvement identified as part of [insert NSO] stakeholder mapping.

As part of [insert NSO]’s collaborative governance approach and to ensure [insert NSO] are seeking and hearing the views and feedback from our members and stakeholders, as well as empowering them to drive strategic decision-making, [insert NSO] Board have identified the below key stakeholders.

NSOs to add/remove any key stakeholders as required based on their stakeholder mapping exercise and then **delete this statement**

The below groups have been identified as priority stakeholders for [insert NSO] Board to drive strategic decision-making and collaborative governance initiatives across the sport.

* Member Organisations/Associations (e.g., State Bodies, Clubs, Coach Associations etc.)
* Directors of Member Organisations/Associations (e.g., Presidents/Chairs)
* Internal Commissions and Committees (e.g., Athletes’ Commission)
* CEO and Senior Management
* International Sporting Federation
* Federal Government (i.e., Australian Sports Commission (incorporating Sport Australia and AIS), Sport Integrity Australia)

The above list has been identified as the priority stakeholders from a board perspective however is not an exhaustive list of all stakeholders. Others may be considered and included time to time depending on the strategic objectives of the sport, for example, State or Territory Governments will be consulted in relation to major event planning or Compliance and Regulatory Bodies will be informed of certain activities in line with legislation

Stakeholder engagement

[insert NSO]’s stakeholder engagement plan aims to:

* clearly communicate our engagement approach to our key stakeholders, and the public connected to the sport in an open and transparent way
* support [insert NSO] to achieve its strategic vision by engaging the critical members of our community that have vital roles to play within that strategy
* allow [insert NSO] to seek feedback and input as required from key stakeholders to assist in decision-making
* reinforce a culture of engagement and collaboration in the best interests of our sport.

The engagement methods identified for key stakeholders have varying intentions and purposes based upon the role that the stakeholders play within our sport. Our engagement plan has been informed by [insert NSO] relationship with our stakeholders and their level of impact. The parameters set by [insert NSO] Board are reflective of this and have been tailored accordingly.

This engagement plan will form part of [insert NSO] annual review and planning process to ensure key stakeholders and members are regularly engaged and collaborated with.

NSO’s can either choose to delete the below engagement model once used or include to define and provide context to their chosen engagement approaches.

The engagement approach identified for each stakeholder is tailored based on the below model and each stakeholders needs.

* **Inform**: to provide stakeholders with balanced and objective information, not involved in decision-making. Example techniques include newsletters and website updates.
* **Consult**: to obtain feedback from stakeholders, will listen to views and provide feedback when decisions are made. Example techniques include focus groups, surveys, meetings.
* **Involve**: to work with stakeholders directly to ensure their concerns and views are considered and provide feedback on how their inputs influenced decisions. Example techniques include workshops.
* **Collaborate**: to collaborate as partners throughout the process, involved in analysing and development of solutions and in decision-making. Take views into account in the decision-making to the maximum extent possible. An example technique includes advisory committees.
* **Empower**: to place final decision-making in the hands of stakeholders, will implement what is decided. Example techniques include delegated decisions.

**[Insert NSO] Stakeholder Engagement Plan**

**Note: the following template table is provided as a guide only and is not an exhaustive list of stakeholders or engagement methods. The intention of this table is for the NSO to consider their own requirements and to tailor and populate as appropriate– then delete this statement**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Stakeholder** | **Governance Objective** | **Engagement Approach** | **Engagement Channel** | **Responsible** | **Frequency** | **Supporting Information/Collateral Required** |
| *Example* | *(Link to Governance and Strategic Objectives)* | *Inform*  *Consult*  *Involve*  *Collaborate*  *Empower* | *Sub-Committee*  *Stakeholder Forum*  *Presidents Briefings* | *Chair*  *CEO*  *Company Secretary*  *Management* | *Board Meetings*  *Annually*  *Quarterly* | *Board Papers*  *Annual Report*  *Minutes* |
| *Member Organisations/Associations* | *Whole of Sport Strategic Plan Development* | *Involve*  *Collaborate*  *Empower* | *Workshop & Forums* | *CEO* | *As required in line with Strategic Plan* | *Strategic Plan*  *Board Annual Calendar* |
| *Member Organisations/Associations* | *Strategic Plan Update* | *Inform*  *Consult*  *Collaborate*  *Empower* | *Website*  *AGM*  *Stakeholder Forum* | *CEO and Chair* | *Annually* | *Strategic Plan*  *Annual Report*  *Board Annual Calendar* |
| *Directors of Member Organisations/Associations* | *Strategic Planning* | *Involve*  *Collaborate*  *Empower* | *Workshop (e.g., Presidents/Chair Forum)* | *President/Chair*  *Key Board Directors*  *Key Management* | *Bi-annually* | *Strategic Plan*  *Board Annual Calendar* |
| *Directors of Member Organisations/Associations* | *Director Induction(s)* | *Collaborate* | *Meetings* | *New Directors* | *As required* |  |
| *Member Organisations/Associations* | *Development and review of national policies (including Code of Conduct and alignment with organisation’s values)* | *Collaborate* | *Working Groups/Workshop*  *General Correspondence* | *Finance, Audit and Risk Committee*  *Governance Committee* | *Annually* | *Policy documentation* |
| *Member Organisations/Associations* | *Nominations (Identification and Appointment of Directors), including identified diversity goals* | *Inform* | *General Correspondence*  *AGM* | *Nominations Committee* | *Minimum annually* |  |
| *State or Territory Sporting Organisations* | *Strategic Plan Update*  *Reporting* | *Collaborate*  *Inform* | *Town Halls*  *Advisory Committee(s)* | *CEO*  *Chair* | *Bi-annually* | *Strategic Plan* |
| *Senior Management/Executive* | *Strategic Planning* | *Empower* | *Appropriate Sub-Committee(s) and Delegations* | *CEO and Chair*  *Company Secretary* | *Board Meetings*  *Sub-Committees* | *Board Papers* |
| *Sport Australia* | *Improve governance practices and capability* | *Consult* | *General Correspondence – Meetings* | *CEO, Chair and Company Secretary*  *Governance Sub-Committee* | *Quarterly* | *SGS self-assessment and GOE Plan* |
| *Sport Integrity Australia* | *Improve integrity - compliance with the National Integrity Framework* | *Collaborate*  *Inform* | *General Correspondence* | *CEO*  *Senior Management* | *Quarterly* | *National Integrity Framework – policies and procedures* |
| *Australian Institute of Sport (AIS)* | *Improve high performance/*  *pathway outcomes* | *Involve*  *Collaborate*  *Inform* | *General Correspondence*  *Advisory Committee(s)* | *CEO and Chair*  *Relevant Board Director*  *Senior Management (high performance)* | *Quarterly* | *High performance agreements and plans* |
| *ASIC* | *Legislative compliance* | *Inform* | *Sub-Committee / Delegation* | *CFO / Finance, Audit and Risk Committee* | *Annually* | *Financial Statements* |

**It is recommended NSOs circulate the above template to their stakeholders or publish a summary (public/external) version on their website to promote transparency and accountability; an example is provided below in both table and visual form (delete this statement after use)**

**For the identified priority stakeholders NSOs may alter the visual representation by increasing the size of the font, grouping by engagement approach or colour classification as examples**

Example:

|  |
| --- |
| [Insert NSO] Stakeholder Engagement Plan |
| 1. The Board engages with Members at least bi-annually at the Annual General Meeting and the Member Update Meeting scheduled for *XXX* date. |
| 1. The Board engages with Directors of our Member Organisation quarterly to monitor progress against the Strategic Plan. |
| 1. The Board meets quarterly with Sport Australia to advocate for the sport and foster positive relationships. |