



Australian Government
Australian Sports Commission

SPORT GOVERNANCE STANDARDS

Updated 2026

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 has a directors' code of conduct which outlines the high standards of professional and ethical conduct expected of directors	1. The board has not implemented a directors' code of conduct 2. The board has a directors' code of conduct that is formally agreed to by its directors during their induction 3. The board 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 board makes its directors' code of conduct publicly available. The code of conduct is reviewed annually by the board (with input from stakeholders/members) and is agreed to by all directors. The document includes behaviours that align with the organisation's values
1.2 Defined Values and Behaviours The board engages with its stakeholders to define its core values and behaviours, and makes them publicly available	1. The board has not defined the organisation's values and behaviours or made them publicly available 2. The board defines the organisation's values and behaviours and makes them publicly available 3. The board actively defines the organisation's values and behaviours with its stakeholders and makes them publicly available. These are aligned nationally and reviewed by the board 4. The board actively defines the organisation's values and behaviours with its stakeholders and makes them publicly available. These are aligned nationally and reviewed by the board and by 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 and the directors demonstrate the organisation's core values and behaviours, by embedding them into decisions, actions, documents and communications	1. The board and directors do not demonstrate the organisation's core values and behaviours 2. The board and directors demonstrate the organisation's core values and behaviours 3. The board and directors demonstrate the organisation's core values and behaviours, referencing the values when making decisions and engaging with stakeholders 4. The board and directors demonstrate the organisation's core values and behaviours, embedding them into decisions, actions, documents and communications. The board monitors and evaluates the directors' adherence to values and behaviours, and corrects misaligned behaviours



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 Member and Stakeholder Engagement Plan The board develops, communicates, and implements a Member and Stakeholder Engagement Plan that is aligned to its strategy	1. The board does not have a Member and Stakeholder Engagement Plan 2. The board has a Member and Stakeholder Engagement Plan, but it is not communicated or consistently implemented 3. The board has a Member and Stakeholder Engagement Plan that is consistently implemented. The plan enables the board to identify opportunities to collaborate across the sport 4. The board has a Member and Stakeholder Engagement Plan that is consistently implemented, reviewed annually, and updated as required. The plan identifies and formalises opportunities to collaborate across the sport
2.2 Board Engagement The board engages (meets and/or communicates) with boards of its members/affiliates on governance matters, either directly or through staff, to create alignment	1. The board does not engage with the boards of its members/affiliates 2. The board engages with the boards of its members/affiliates on an ad hoc basis, usually when information is sought by either party 3. The board regularly engages with the boards of its members/affiliates on governance matters 4. The board regularly engages with the boards of its members/affiliates on governance matters and deliberately identifies opportunities to create alignment. There are mechanisms for stakeholders to provide feedback and input
Supporting note for 2.2:	'Boards' includes the equivalent, i.e. 'Committees'
2.3 Member Collaboration The board has a formal structure for governing collaboratively with the boards of constitutionally linked organisations to create alignment and progress as a collective	1. The board does not have a formal structure to collaborate 2. The board has an ad hoc approach to collaborating (e.g. in developing policy and values) with the boards of constitutionally linked organisations 3. The board has a formal structure to govern collaboratively with the boards of constitutionally linked organisations. It engages in collective decision-making to create alignment 4. The board governs collaboratively through a formal structure to engage in collective decision-making, responsibility and accountability. There is a focus on optimising resources and aligning organisations as a collective



Audio note for 2.3:

- 'Boards' includes the equivalent, i.e. 'committees'.
- 'Collective' refers to the whole of sport.
- 'Constitutionally linked' organisations are those peak bodies that your organisation has a formal constitutional connection to, for a section of your sport.
 - NSOs completing the assessment should assess collaboration with each of its member SSOs, Affiliates, etc.
 - SSOs completing the assessment should assess collaboration with both its NSO and each of its fellow SSOs.
- 'Formal structure' means a documented process that is adhered to, i.e. not ad hoc.



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 board has approved a strategic plan, developed under its direction and in collaboration with members and stakeholders. The plan includes a clear vision, strategic objectives, and measures for success	1. The board has not approved a strategic plan for the organisation 2. The board has approved a strategic plan for the organisation 3. The board has provided direction and approval of a nationally aligned strategic plan, developed in collaboration with members/stakeholders. The plan includes a clear vision, strategic objectives, and measures of success 4. The board has provided direction and approval of a nationally aligned strategic plan, developed in collaboration with members/stakeholders. The plan includes a clear vision, strategic objectives, and measures of success. The board annually reviews, monitors, and reports on progress
3.2 Operational Plan The board ensures an operational plan is in place to deliver on the strategic plan. It includes an appropriate budget, workforce, and review/reporting processes	1. The board does not ensure the organisation has an operational plan 2. The board ensures an operational plan is in place to deliver the strategy, however it is not linked to a budget or workforce 3. The board ensures an operational plan is in place to deliver the strategy. The plan includes an appropriate budget and workforce. Progress is monitored through board reporting 4. The board ensures an operational plan is in place to deliver the strategy. The plan includes an appropriate budget and workforce. Progress against strategic objectives is reported at every board meeting, and the plan is reviewed annually
3.3 Roles & Responsibilities The board has co-designed a roles and responsibilities framework with constitutionally linked organisations (e.g. NSO and SSO) to deliver on the nationally aligned strategy. The board	1. The board has not established roles and responsibilities to deliver its strategy 2. The board has established roles and responsibilities to deliver its strategy 3. The board has, with constitutionally linked organisations, co-designed a roles and responsibilities framework that delivers the nationally aligned strategy



drives and monitors adherence to the framework	4. The board has adopted a roles and responsibilities framework co-designed with constitutionally linked organisations, that delivers the nationally aligned strategy. The board drives and monitors adherence and accountability to the framework
Supporting note for 3.3:	'Constitutionally linked' organisations are those peak bodies that your organisation has a formal constitutional connection to, for a section of your sport. - NSOs completing the assessment should assess collaboration with each of its member SSOs, Affiliates, etc. - SSOs completing the assessment should assess collaboration with both its NSO and each of its fellow SSOs.
3.4 Resource Alignment The board consciously aligns and utilises its resources with constitutionally linked organisations to achieve its nationally aligned strategic objectives	1. The board does not consider the utilisation or alignment of its resources with constitutionally linked organisations 2. The board considers the utilisation and alignment of resources with constitutionally linked organisations on an ad hoc basis 3. The board identifies opportunities to utilise and align its resources with constitutionally linked organisations to minimise duplication and improve efficiencies 4. The board utilises and aligns its resources with constitutionally linked organisations to minimise duplication, improve efficiencies, and achieve the nationally aligned strategic objectives
Supporting note for 3.4:	'Constitutionally linked' organisations are those peak bodies that your organisation has a formal constitutional connection to, for a section of your sport. - NSOs completing the assessment should assess collaboration with each of its member SSOs, Affiliates, etc. - SSOs completing the assessment should assess collaboration with both its NSO and each of its fellow SSOs.



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 has a diverse mix of skills, expertise, characteristics, attributes and experience to meet the strategic goals of the organisation	1. The board does not have a board skills and diversity matrix 2. The board does not have a board skills and diversity matrix. When identifying directors for elected and appointed positions, the board considers the diversity of skills it requires to meet the strategic goals of the organisation 3. The board utilises a board skills and diversity matrix when identifying directors for elected and appointed positions. This matrix aligns with the organisation's strategic goals and includes diversity metrics such as skill, experience, characteristics and attributes 4. The board utilises a board skills and diversity matrix when identifying directors for elected and appointed positions. This matrix aligns with the organisation's strategic goals and includes diversity metrics such as skill, experience, characteristics and attributes. The board audits which skills or people are not represented on the board and actively seeks out candidates to address these gaps															
4.2 Diversity, Equity and Inclusion Goals The board demonstrates a strong commitment to diversity, equity and inclusion by setting goals for its composition	1. The board has not identified board diversity, equity and inclusion goals for its composition 2. The board has identified board diversity, equity and inclusion goals for its composition 3. The board publicly discloses its diversity, equity and inclusion goals for its composition. There is a detailed action plan in place to ensure diversity in directors 4. The board publicly discloses its diversity, equity and inclusion goals for its composition and its progress against these. The board has met its diversity goals, and diversity is embedded in governance practices															
4.3 Gender Balance: Directors The board, while ensuring the prevailing criteria are eligibility, skills, expertise, and experience, the board	<table><tr><th></th><th>Men</th><th>Women</th><th>Gender Diverse</th><th>Vacancies</th></tr><tr><td>Elected directors</td><td> </td><td> </td><td> </td><td> </td></tr><tr><td>Appointed directors</td><td> </td><td> </td><td> </td><td> </td></tr></table>		Men	Women	Gender Diverse	Vacancies	Elected directors					Appointed directors				
	Men	Women	Gender Diverse	Vacancies												
Elected directors																
Appointed directors																



does not have more than 50% of one gender. Please indicate in the grid below your board of directors' current gender composition:													
Supporting note for 4.3:	Gender Diverse refers to any person who identifies as having trans experience (meaning your gender identity does not align with your sex assigned at birth), non-binary, or born with a variation of sex characteristics.												
4.3.1 Gender Balance: Chair & Deputy The board should ensure that either the role of Chair or Deputy Chair is filled by a woman or gender diverse person. Please use this table to indicate the gender make up of your Chair and Deputy Chair:	<table border="1"> <thead> <tr> <th></th> <th>Men</th> <th>Women</th> <th>Gender Diverse</th> </tr> </thead> <tbody> <tr> <td>Chair</td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td>Deputy Chair</td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>		Men	Women	Gender Diverse	Chair				Deputy Chair			
	Men	Women	Gender Diverse										
Chair													
Deputy Chair													
4.4 Director Independence The organisation's directors are independent*, regardless of whether they are elected or appointed	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												
Supporting note for 4.4:	A director of a sporting organisation should only be seen as independent if they are free of any official position on any member body or any material interest or relationship that might influence, or reasonably be perceived to influence, their judgment on board matters. See Director Independence Guidance Sheet on this page for more information.												
4.5 Appointment of Directors The organisation has a documented and transparent process for the identification and appointment of directors	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. This process has a terms of reference agreed to by the board 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 (with board-appointed independent chair) codified in its constitution. The committee has the power to determine the nominees or candidate suitability for further consideration by the board or voting members								
Supporting note for 4.5:	'Appointment' refers to the mechanism of both appointing and electing directors to the board.								
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>Men</th><th>Women</th><th>Gender Diverse</th></tr> </thead> <tbody> <tr> <td>Nominations Committee</td><td> </td><td> </td><td> </td></tr> </tbody> </table>		Men	Women	Gender Diverse	Nominations Committee			
	Men	Women	Gender Diverse						
Nominations Committee									
4.6 Elected vs Appointed Directors The board has a composition which incorporates both elected and appointed directors	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								
4.7 Governance Education Directors undertake recognised governance education	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								
Audio note for 4.7:	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 suits its size, need and jurisdiction	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	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 3 years	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	1. New directors do not undertake an induction process or training 2. New directors do not undertake a documented induction process or training but are provided with key 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 CEO 4. New directors undertake a documented induction process, including relevant training, provision of all key documents*, and meetings with the Chair and CEO. New Directors also meet with the key leaders of the member bodies
Supporting note for 4.5:	'Key documents' include the Constitution, Board Charter, Code of Conduct, Conflict of Interest Policy, Risk Management Policy, the Strategic Plan, and any other relevant governance documents.
5.5 Board Charter The board operates under a documented board charter	1. The board does not have a documented board charter 2. The board has a documented board charter, which has not been actively referred to and/or revised in the last 2 years 3. The board has a documented board charter which has its code of conduct embedded (or which is aligned with its code of conduct). The charter is not regularly referred to by directors to manage director conduct and board procedure, but has been revised by the board in the last 2 years 4. The board has a documented board charter aligned with its code of conduct 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	1. The organisation does not have a Finance, Audit and Risk Committee (or equivalent) 2. The organisation has a Finance, Audit and Risk Committee (or equivalent) but does not operate under an agreed terms of reference 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 4. The organisation has a Finance, Audit and Risk Committee (or equivalent) codified in the constitution 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								
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>Men</th><th>Women</th><th>Gender Diverse</th></tr><tr><td>FAR Committee</td><td> </td><td> </td><td> </td></tr></table>		Men	Women	Gender Diverse	FAR Committee			
	Men	Women	Gender Diverse						
FAR Committee									
6.2 Chair Appointment and Evaluation The board appoints the chair and evaluates their performance	1. The organisation has a chair that is not elected by the board 2. The organisation has a chair that is elected by the board but does not document the process for this election 3. The organisation has a chair that is elected by the board. The position of the chair has a clearly defined position description and the process for election is documented								



	The organisation has a chair that is elected by the board. The position of the chair has a clearly defined position description and the process for election is documented. The chair's performance is assessed at least every 2 years, and a development plan is created and implemented
6.3 CEO Eligibility Upon leaving their role, the CEO (or equivalent) cannot be appointed or elected to the board within 3 years	- The organisation does not have a minimum period before a former CEO (or equivalent) is eligible to become a director - The organisation has a minimum period of 1 year before a former CEO (or equivalent) is eligible to become a director - The organisation has a minimum period of 2 years before a former CEO (or equivalent) is eligible to become a director - The organisation has a minimum period of 3 or more years before a former CEO (or equivalent) is eligible to become a director - N/A - the organisation does not have a CEO or equivalent
6.4 Conflict of Interest The board has rigorous processes for identifying and managing director conflicts of interest	- The board does not have a conflict-of-interest policy and register - The board has a conflict-of-interest policy and register but it is not rigorously applied or updated - The board maintains a conflict-of-interest policy and register, that is regularly updated and enforced, and reviews conflicts as a standing agenda item - 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 disclose and manage actual, perceived and potential conflicts
6.5 Governance Reporting The organisation reports on governance outcomes at both its Annual General Meeting (AGM) and in its annual report. The organisation uses governance reporting to drive improvement and collaboration across the sport	- The organisation does not report on governance outcomes - The organisation reports on governance outcomes at its AGM and in its annual report - The organisation reports on governance outcomes at its AGM and in its annual report, and outlines plans to meet the standard/s going forward - The organisation reports on governance outcomes at its AGM and in its annual report, and outlines plans to meet the standard/s going forward. The organisation uses governance reporting to drive improvement and collaboration across the sport
Supporting note for 6.5:	Governance outcomes include results from the Sport Governance Standards self-assessment as well as activities undertaken by the board and organisation to improve governance maturity during the period.



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 legislative requirements of the relevant state and territory, including maintenance of relevant checks	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 policies and procedures implemented by management are consistent with the organisation's risk management framework	1. The board has not developed a process for management to identify, assess and treat organisational risk 2. The board has developed a process (policies and procedures) for management to identify, assess and treat organisational risk 3. The board has a documented process (policies and procedures) for management to identify, assess and treat organisational risk. The board provides oversight and ensures compliance through regular reporting and review 4. The board has a documented process (policies and procedures) for management to identify, assess and treat organisational risks. The board ensures the process is consistent with the organisation's risk management framework through regular reviews, formal education, and training for management
7.3 Implementation of Risk Management The board has established a risk management system that is appropriate for the size and context	1. The board has not implemented a risk management system 2. The board has a system for managing, monitoring and reporting risk, but it is not consistently implemented, monitored, or reviewed



of the organisation. The system aligns with its strategy, and enables decision making across the organisation to manage threats and opportunities	3. The board has a system for managing risk that is aligned with the organisation's strategic plan and is integrated across the organisation. It is clear how risk is identified, assessed, monitored and reported. The board has visibility of risk trends 4. The board has implemented a fit-for-purpose risk management system that is integrated, reviewed, and monitored. The board has established a positive culture through education. Risk is embedded across the organisation to ensure management of threats and opportunities
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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: In 2026, Sport Integrity Australia (SIA) has reinstated standards relating to Principle 8 at a national level. SIA is responsible for guidance and support for these standards for NSO/Ds.

Sport Governance Standard	Measures
8.1 Anti-Doping Policy adoption and implementation The organisation has adopted the Australian National Anti-Doping Policy (ANADP), or a SIA approved Anti-Doping policy, and it is followed consistently	1. The organisation has not adopted the nationally aligned Australian National Anti-Doping Policy (ANADP) or a SIA-approved anti-doping policy 2. The organisation has adopted the nationally aligned Australian National Anti-Doping Policy (ANADP) or a SIA-approved anti-doping policy. The policy is hard to find (not published or promoted), and not followed regularly 3. The organisation has adopted the nationally aligned Australian National Anti-Doping Policy (ANADP) or a SIA-approved anti-doping policy. The Policy is easy to find (published and promoted) and followed consistently. 4. The organisation has adopted the nationally aligned Australian National Anti-Doping Policy (ANADP) or a SIA-approved anti-doping policy. The Policy is easy to find (published and promoted) and followed consistently at both the organisation and affiliated member body levels
Audio note for 8.1	• NSOs completing the assessment should assess the consistency of Policy implementation by both the NSO and each of its member SSOs. • SSOs completing the assessment should assess the consistency of Policy implementation by the SSO and each of its member clubs/regional associations.
8.2 Integrity Policy adoption and implementation The organisation has Sport Integrity Australia (SIA) approved integrity policies and applies them in day-to-day operations and decision-making	1. The organisation has not adopted the nationally aligned National Integrity Framework or any SIA-approved integrity policies 2. The organisation has adopted the nationally aligned National Integrity Framework or SIA approved integrity policies. The policies are hard to find (not published or promoted) and not followed in day-to-day operations and organisational decision-making



	3. The organisation has adopted the nationally aligned National Integrity Framework or SIA approved integrity policies. The policies are easy to find (published and promoted), and followed in day-to-day operations and organisational decision-making 4. The organisation has adopted the nationally aligned National Integrity Framework or SIA approved integrity policies. The policies are easy to find (published and promoted), and followed in day-to-day operations and decision-making at both the organisation and affiliated member body levels
Audio note for 8.2	• NSOs completing the assessment should assess the operational embedding (day to day operations and decision making) of the Policy by both the NSO and each of its member SSOs. • SSOs completing the assessment should assess the operational embedding (day to day operations and decision making) of the Policy by the SSO and each of its member clubs/regional associations.
8.3 Integrity Education Plan The organisation has a Sport Integrity Australia (SIA) endorsed Integrity Education Plan that outlines how integrity education will be delivered to athletes, coaches, support staff, administrators and volunteers	1. The organisation does not have a nationally aligned SIA approved Integrity Education Plan 2. The organisation has adopted a nationally aligned SIA approved Integrity Education Plan, but education is not promoted or delivered 3. The organisation has adopted a nationally aligned SIA approved Integrity Education Plan that is easy to find, is actively promoted and delivered 4. The organisation has adopted a nationally aligned SIA approved Integrity Education Plan that is easy to find, is actively promoted and delivered across both the organisation and affiliated member body levels
Audio note for 8.3	• NSOs completing the assessment should assess the promotion and delivery of the Education Plan by both the NSO and each of its member SSOs. • SSOs completing the assessment should assess promotion and delivery of the Education Plan by the SSO and each of its member clubs/regional associations.
8.4 Reporting Integrity Concerns The organisation has a clear, accessible process for individuals to report integrity-related concerns or suspected breaches (e.g., doping, match-fixing, harassment)	1. The organisation does not have steps for reporting integrity concerns 2. The organisation has steps for reporting integrity concerns, but they are poorly understood, hard to find, and lack stakeholder confidence (e.g., fear of retaliation or belief that issues won't be addressed) 3. The organisation has easy to find steps for reporting integrity concerns, that are nationally aligned, well-understood, and perceived as fair and effective 4. The organisation has easy to find steps for reporting integrity concerns, that are nationally aligned, well-understood, and perceived as fair and effective across the organisation and affiliated member body levels
Audio note for 8.4	• NSOs completing the assessment should assess the extent to which reporting integrity concerns are easy to find and perceived as fair and effective across both the NSO and each of its member SSOs.



	SSOs completing the assessment should assess the extent to which reporting integrity concerns are easy to find and perceived as fair and effective across both the SSO and each of its member clubs/regional associations.
8.5 Handling Complaints and Disputes The organisation has a clear, accessible process for investigating and resolving integrity-related complaints or disputes once they are reported	- The organisation does not have steps for investigating or resolving integrity complaints and disputes once they are reported - The organisation has nationally aligned steps for investigating or resolving integrity complaints and disputes once they are reported but they are inconsistently applied, lack transparency, and do not ensure fair outcomes - The organisation has easy to find steps for investigating or resolving integrity complaints and disputes once they are reported that are nationally aligned, consistently applied, and ensure timely, fair, and impartial resolution - The organisation has easy to find steps for investigating or resolving integrity complaints and disputes once they are reported that are nationally aligned, consistently applied, and ensure timely, fair, and impartial resolution across the organisation and affiliated member body levels
Audio note for 8.5	- NSOs completing the assessment should assess the extent to which complaints and dispute handling is consistently applied and delivers timely, fair and impartial resolutions across both the NSO and each of its member SSOs. - SSOs completing the assessment should assess the extent to which complaints and dispute handling is consistently applied and delivers timely, fair and impartial resolutions across both the SSO and each of its member clubs/regional associations.
(Vic only) 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	- 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 - 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 - 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 - 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



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 regularly evaluates its performance and the performance of individual directors. The board implements plans to act based on results	1. The board does not conduct a board evaluation process 2. The board conducts a board evaluation process, but it does not assess individual directors' 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. The board conducts an individual director evaluation (that incorporates an independent external process) at least every 2 years. The board implements action plans based on results
9.2 Board Meeting Schedule The board meets as appropriate for directors to discharge their duties effectively	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 key governance activities into relevant board meetings 4. The board schedules more than five board meetings a year and has scheduled key governance activities into relevant board meetings. There is an appropriate balance between reviewing performance and forward-looking strategic items. An annual meeting calendar is publicly available
9.3 Board Meeting Agenda The board uses documentation and processes to ensure meetings are efficient and effective	1. The agenda and board papers are not circulated prior to board meetings 2. The agenda and board papers are circulated prior to board meetings 3. The chair calls for agenda items from directors and papers are circulated 4. The chair calls for agenda items from directors. Papers are circulated for each applicable agenda item in advance (minimum 1 week). Papers (including for past meetings) are stored and accessible for directors
9.4 Board Meeting Minutes The board maintains accurate records of meetings and board decisions	1. The organisation does not keep minutes of board meetings and/or directors do not approve minutes 2. The organisation records and documents minutes of board meetings that are approved by directors, including a record of all board decisions



	3. The organisation records and documents minutes of board meetings that are approved by directors, 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 minutes of board meetings that are approved by directors, including a record of all board decisions. Minutes are circulated for approval within 1 week of meeting. Board decisions are communicated to members
9.5 Financial Delegations The board documents financial delegations. This includes (but is not limited to) expenditure, funding, grants, and other financial transactions as resolved by the board	1. The board does not document financial delegations 2. The board documents financial delegations 3. The board documents financial delegations. These are reviewed by the finance, audit and risk committee (or equivalent) on an annual basis 4. The board documents financial delegations. These are reviewed by the finance, audit and risk committee (or equivalent) on an annual basis. Appropriate education on responsibilities is provided to delegates
9.6 Non-Financial Delegations The board documents 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	1. The board does not document non-financial delegations 2. The board documents non-financial delegations 3. The board documents non-financial delegations. These are reviewed by the relevant board committee on an annual basis 4. The board documents non-financial delegations. These are reviewed by the relevant board committee on an annual basis. Appropriate education on responsibilities is provided to delegates
9.7 CEO Evaluation The board has a documented CEO (or equivalent) performance evaluation process	1. The board does not have a performance evaluation process for the CEO (or equivalent) 2. The board has an ad hoc performance evaluation process for the CEO (or equivalent) 3. The board has developed an annual performance evaluation process for the CEO (or equivalent). This process includes a 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). This process includes a regular review of KPI achievement, professional development, and adherence to the organisation's values 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, to facilitate the retention of corporate knowledge	1. The board does not have succession plans in place for key personnel 2. The board has succession plans in place for key personnel 3. The board regularly reviews the succession plans for key personnel 4. The board regularly reviews the succession plans for key personnel and allocates time at board meetings for discussion





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