



Australian Government  
Australian Sports Commission

**Roadmap:**  
An **all inclusive** approach to  
governance and leadership  
in Australian sport



## **CASE STUDY 3:**

### **Sports Governance Standards: An intersectional lens**

**Applying an intersectional lens to the Sport Governance Standards involves considering the varied and interconnected social identities and experiences of individuals who participate in, manage, and are affected by sports governance.**

**Below are some examples of what can be considered for each principle.**





# CASE STUDY 3:

## Sports Governance Standards: An intersectional lens

### Principle 1

#### The Spirit of the Game – Values-driven Culture and Behaviours

Sports Governance Standard	Integrating an intersectional lens
<b>Code of Conduct</b>	Ensure the code of conduct explicitly addresses issues of discrimination and bias, acknowledging multiple social identities.
<b>Defined Values and Behaviours</b>	Incorporate values that promote inclusivity, equity, and respect for all identities
<b>Demonstrated Values and Behaviours</b>	Monitor and call out behaviours that marginalise any group, ensuring representation and support for diverse identities

### Principle 2

#### The Team – Aligned sport through collaborative governance

Sports Governance Standard	Integrating an intersectional lens
<b>Stakeholder Engagement Plan</b>	Develop plans that engage a diverse range of stakeholders, ensuring marginalised voices are represented, heard and considered.
<b>Defined Values and Behaviours</b>	Facilitate regular and proactive communication with diverse member bodies to understand and address their unique needs and challenges.
<b>Member Collaboration</b>	Foster an environment of mutual respect and understanding among member bodies with different cultural, social, and economic backgrounds.

### Principle 3

#### The Gameplan – A Clear Vision that Informs Strategy

Sports Governance Standard	Integrating an intersectional lens
<b>Strategic Plan</b>	Ensure the strategic plan measurable targets for diversity, equity, and inclusion, and includes specific actions to address barriers faced by underrepresented groups.

### Principle 4

#### The Players – A diverse board to enable considered decision-making

Sports Governance Standard	Integrating an intersectional lens
<b>Board Skills Matrix</b>	Ensure the skills matrix includes cultural competency and experience with diversity and inclusion.
<b>Diversity, Equity, and Inclusion Goals</b>	Set and publicly disclose specific goals for increasing diversity across multiple dimensions.
<b>Gender Balance</b>	Aim for a board composition that reflects gender diversity beyond the binary, including non-binary, gender-diverse identities, ethnicity, age etc.
<b>Director Independence</b>	Ensure directors are free from biases that may affect their judgment on diversity-related issues.
<b>Appointment of Directors</b>	Implement transparent and inclusive processes that encourage applications from diverse backgrounds.



# CASE STUDY 3:

## Principle 5

**The Rulebook – Documents that Outline Duties, Powers, Roles, and Responsibilities**

<b>Sports Governance Standard</b>	<b>Integrating an intersectional lens</b>
<b>Legal Entity</b>	Ensure the entity structure supports and protects diverse participation.
<b>Director Term Limits and Eligibility</b>	Avoid practices that might disproportionately affect the participation of underrepresented groups.
<b>Director Induction</b>	Provide training on diversity, equity, and inclusion during the induction process.

## Principle 6

**The Playbook – Board Processes which Ensure Accountability and Transparency**

<b>Sports Governance Standard</b>	<b>Integrating an intersectional lens</b>
<b>Finance, Audit, and Risk Committee</b>	Include experts in equity and inclusion in the committee.
<b>Chair Appointment and Evaluation</b>	Evaluate the chair on their commitment to and effectiveness in promoting diversity and inclusion.
<b>Conflict of Interest</b>	Monitor and manage conflicts that may arise from biases or inequitable practices.



## Principle 7

### The Defence – A System which Protects the Organisation

Sports Governance Standard	Integrating an intersectional lens
<b>Vulnerable Persons and Children</b>	Implement policies that protect individuals from marginalised groups.
<b>Risk Management</b>	Include risks related to diversity and inclusion in the risk management framework.
<b>Implementation of Risk Management</b>	Train staff and volunteers on managing risks related to discrimination and exclusion.

## Principle 8

### The Best and Fairest – A System for Ensuring Integrity

Sports Governance Standard	Integrating an intersectional lens
<b>Stakeholder Engagement for Integrity Framework</b>	Ensure the framework addresses issues of integrity related to discrimination and bias.
<b>Reporting Integrity Issues</b>	Create accessible and safe reporting mechanisms for all individuals, especially those from marginalised groups.
<b>Dispute Resolution</b>	Ensure processes are fair and consider the unique challenges faced by diverse individuals.
<b>Member Protection and Child Safeguarding</b>	Adopt and implement policies that protect all members, with special attention to those from marginalised backgrounds.
<b>Integrity Culture</b>	Promote a culture that actively supports diversity and inclusion through education and policy enforcement.



# CASE STUDY 3:

## Principle 9

### The Scorecard – Embedded Systems of Internal Review to Foster Continuous Improvement

<b>Sports Governance Standard</b>	<b>Integrating an intersectional lens</b>
<b>Board Evaluation</b>	Include evaluations of the board's effectiveness in promoting diversity and inclusion.
<b>Board Meeting Schedule and Agenda</b>	Ensure meetings address issues related to diversity and inclusion regularly.
<b>Board Meeting Minutes</b>	Transparently record decisions and discussions related to diversity and inclusion.
<b>Financial and Non-Financial Delegations</b>	Delegate responsibilities in ways that promote equitable access and participation.
<b>CEO Evaluation and Succession Planning</b>	Evaluate and plan for leadership roles with an emphasis on diversity and inclusion.





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