

COMBAT — AUS —

STAKEHOLDER ENGAGEMENT PLAN

(NOVEMBER 2023)





1. ROLE OF COMBATAUS BOARD

The role of the CombatAUS Board is to safeguard organisational interests and foster sustainable value creation while taking into account the reasonable interest of members, employees and other relevant stakeholders.

The Board is responsible for guiding CombatAUS' strategic direction and for providing effective oversight of CombatAUS' management.

2. PURPOSE

CombatAUS believes strategic stakeholder engagement is a critical component of good organisational governance, and in line with Sport Governance Standard 2.1, the CombatAUS Board has developed this stakeholder engagement plan.

The purpose of the CombatAUS Stakeholder Engagement Plan is to demonstrate CombatAUS Board's commitment to transparently and proactively engaging with stakeholders on the strategic direction of the organisation and in doing so, build true partnership with key stakeholders.

This document is underpinned by the role of the CombatAUS Board as defined above.

3. OWNERSHIP

The plan is owned and executed by the CombatAUS Board. It will be reviewed on an annual basis.

4. OBJECTIVES

The CombatAUS board have developed this stakeholder engagement plan to promote openness and transparency in activities; including seeking stakeholder feedback on strategic priorities, performance and proposed initiatives, and providing a Member Voice.

This plan seeks to:

- Clearly communicate CombatAUS' engagement approach to Combat Member Sports, key stakeholders, and the public connected to combat sport in an open and transparent way.
- Support CombatAUS to achieve its strategic vision by engaging the Combat Member Sports and critical members of our community that have vital roles to play within that strategy.
- Allow CombatAUS to seek feedback and input as required from Combat Member Sports and key stakeholders to understand the Member Sport landscape and assist in decision making.
- Reinforce a culture of two-way engagement and collaboration in line with agreed behaviours with Combat Member Sports and other stakeholders in the best interests of our collective sports.

5. PRINCIPLES

CombatAUS believes that commitment and trust with stakeholders is built through engagement and common purpose. The principles underpinning our engagement approach are as follows:

- **Focus on relationship-based two-way engagement:** establish and align to a common purpose; improve our understanding of each other's perspective and needs prior to identifying solutions.
- **Reflect a balanced set of views and perspectives:** Observe our own bias to what we want and understand what is important to our stakeholders and where the potential shared value is; be aware of our stakeholders' objectives, priorities and challenges.
- **Proactively listen as well as speak** and underpin all engagements with the behaviours we have collectively agreed to.



6. KEY STAKEHOLDERS

The below groups have been identified as the priority stakeholders for the CombatAUS Board to drive its strategic vision:

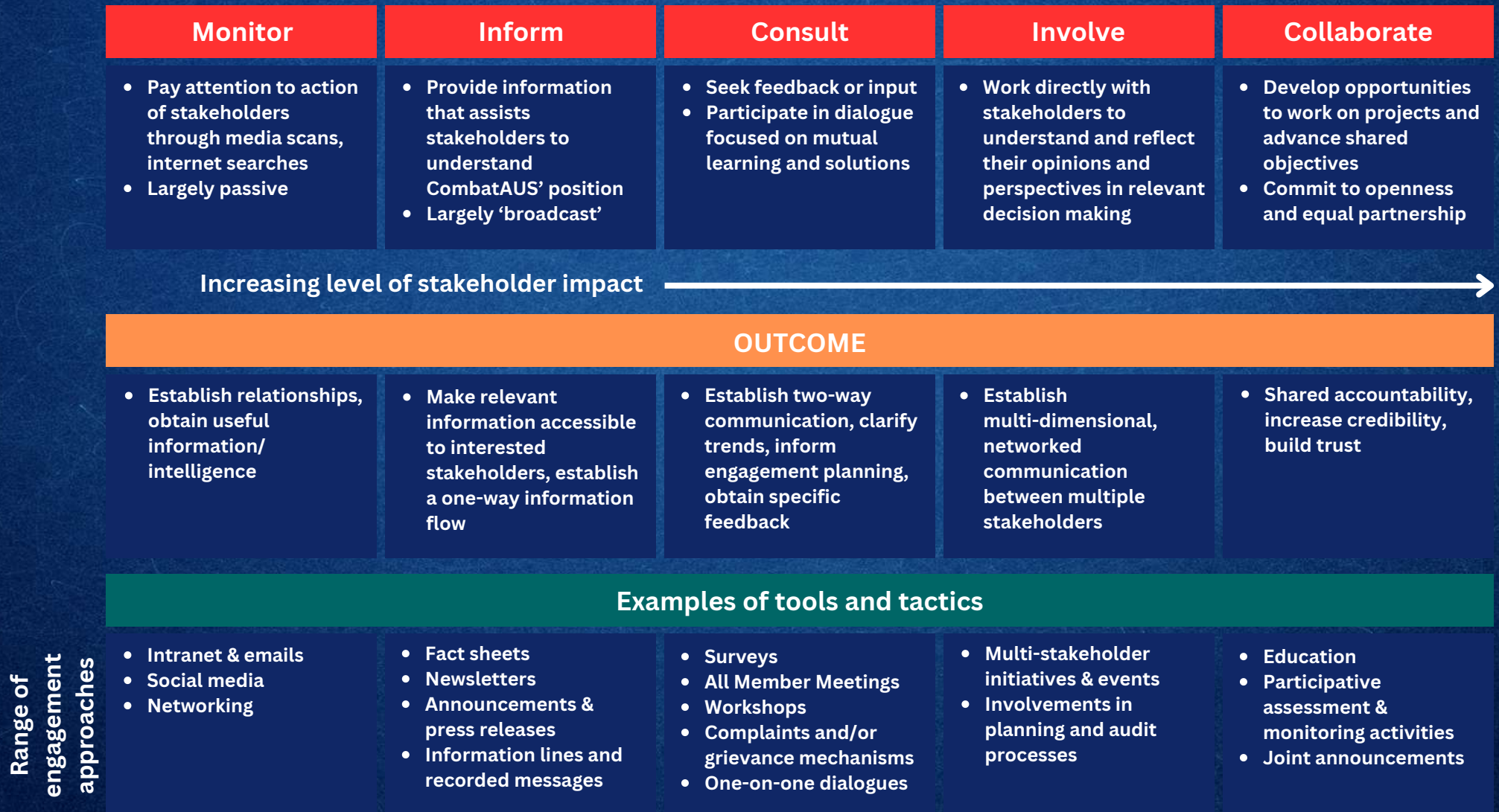
- Current Combat Member Sports (i.e.: Boxing Australia, Judo Australia, Australian Taekwondo and Wrestling Australia)
- Future/potential Member Sports which may be added
- Directors of Combat Member Sports (e.g., Presidents/Chairs of NSOs)
- Internal Committees (e.g. Athlete Advisory Committee)
- CombatAUS CEO and Senior Management
- Combat Sport International Federations
- Federal Government (i.e., Australian Sports Commission, Australian Institute of Sport, Sport Integrity Australia, National Sports Tribunal)

Other stakeholders may be considered and included from time to time depending on the strategic objectives of the organisation, for example, National Institute Network Partners, Games Partners, State & Territory Governments and Compliance and Regulatory Bodies as required.



7. STAKEHOLDER ENGAGEMENT MODEL

The engagement approach identified for Combat Member Sport stakeholders is tailored based on the model below. This model provides a framework for engagement.





8. MEASURES OF SUCCESS

CombatAUS recognises that effective engagement with our key stakeholders (specifically Combat Member Sports) for sustainable sporting success requires:

- Clear leadership
- A well-articulated purpose and vision for HP combat sport programs
- understanding the Member Sport landscape and associated challenges
- Engagement of relevant stakeholders throughout the process
- Early and frequent consultation with partners and stakeholders to facilitate buy in and provide clarity on decision making processes
- The ability to respond to new evidence including any need for change
- Consistent and effective sharing of outcomes as they relate to CombatAUS delivery of HP activities

We know we have successful relationships with our stakeholders when they:

- Know who we are and what we do
- Trust us even though they might have a different opinion to us
- Are willing to take a seat at the table of debate, and work with us on solutions to shared challenges
- Have clarity on where decision accountability sits
- Value our relationship by engaging authentically in the engagement process

9. STAKEHOLDER ENGAGEMENT PLAN IN PRACTICE

The principles and engagement model included in this document have been translated to the Stakeholder Engagement Plan as indicated in Appendix A.

APPENDIX A: STAKEHOLDER ENGAGEMENT FRAMEWORK IN PRACTICE

Governance Objective	Stakeholder	Purpose	Type of Engagement	Channels	Responsible	Frequency	Supporting Information
The strategic direction of CombatAUS is clearly articulated and understood by stakeholders.	Australian Sports Commission	<ul style="list-style-type: none"> Whole of Sport Strategic Plan (Development of) 	Involve Collaborate	Forums	CombatAUS Chair & CEO	Strategic Planning cycle	Annual Reports Progress Reports Strategic Plan
	Combat Member Sports	<ul style="list-style-type: none"> Seek feedback on development of strategic priorities and success measures of CombatAUS. Seek feedback on perceived risks. Seek updates on Member Sport landscape and associated challenges as it relates to partnership Seek feedback on the alignment of policy documentation to organisational behaviours (such as Code of Conduct) 	Consult Involve	Forums Surveys Chair Meetings AGM Committees	CombatAUS Chair & CEO	Strategic Planning cycle	Annual Reports Progress Reports Strategic Plan Quarterly Strategic Updates ASC Press Releases
Combat Member Sports feel informed and understand progress against the strategic priorities.	Combat Member Sports	<ul style="list-style-type: none"> To provide regular Performance Updates including progress on strategic priorities and success measures to Senior Leadership, including risks with potential impact (i.e. change in funding policies) Seek updates on Member Sport landscape and associated challenges as it relates to partnership To provide suitable collateral to Chairs of Member Sports to proactively cascade to their CEO and Board Members (including high performance campaign and successes). 	Inform	Chair Meetings	CombatAUS CEO Member Sport Chairs/CEOs	Quarterly Updates	Annual Reports Performance Updates Collateral High level campaign plans
Combat Member Sports have opportunities to provide feedback on delivery of strategic partnership.	Combat Member Sports	<ul style="list-style-type: none"> Seek feedback from Member Sports Boards, CEOs and Key staff through a "Member Voice" survey. Provide opportunity for sharing of feedback and developing action plans. Track and report on action plan completion at Chair Meetings. 	Consult Involve Collaborate	Member Voice Survey Workshops	CombatAUS Chair & CEO	Annual (Action plan to be regularly monitored)	Member Voice Survey themes Engagement action plan
Member Sports are engaged in the appointment of future Board Directors within the Constitutional requirements	Combat Member Sports	<ul style="list-style-type: none"> To identify nominations for appointment of CombatAUS directors, including identified diversity goals and capability requirements. To facilitate introductions of new Directors to Member Sport Directors. 	Inform	Correspondence and notices relevant to the AGM Chair Meetings	Nominations Committee (representative of Member Sports) CombatAUS Chair	Annually	AGM Notices

Governance Objective	Stakeholder	Purpose	Type of Engagement	Channels	Responsible	Frequency	Supporting Information
New Member Sport Directors are inducted into the CombatAUS partnership.	Combat Member Sports – New Directors	<ul style="list-style-type: none"> To facilitate CombatAUS induction(s) for new Member Sport Directors to create awareness and understanding of the purpose and role of CombatAUS. 	Inform	Meeting	CombatAUS Chair & CEO	As required	CombatAUS Induction Pack
CombatAUS demonstrates best practise approach to governance practices.	Australian Sports Commission	<ul style="list-style-type: none"> To continually identify opportunities for continued best practice in governance practices and capability cognisant of our unique structure. 	Consult Collaborate	Workshops Formal Review as required by ASC	CombatAUS Board	Bi-annually	SGS self-assessment and GOE Plan
CombatAUS meets requirements of Sports Integrity Australia.	Sport Integrity Australia	<ul style="list-style-type: none"> Ensure that CombatAUS practises, processes and policies meet National Integrity Framework requirements to resolve issues. 	Collaborate	General Correspondence as relevant	CombatAUS CEO Senior Management SIA	Ongoing	National Integrity Framework - policies and procedures
CombatAUS maximises the opportunities available for the delivery of optimal high performance programs.	Australian Institute of Sport (AIS)	<ul style="list-style-type: none"> To ensure strategic engagement with AIS and funding bodies to identify future opportunities/changes in policy that will improve high performance/ pathway outcomes for program delivery. 	Involve Collaborate	Meeting	CombatAUS CEO Member Sport CEOs Senior Management (HP)	Annually	High performance agreements and plans
CombatAUS meets legislative compliances.	ASIC & ATO	<ul style="list-style-type: none"> To ensure that CombatAUS meet legislative compliance requirements. 	Inform	Committee/ Delegation	FAR Committee CombatAUS CEO	Annually	Financial Statements