

# AoC Sport

## Stakeholder engagement strategy

October 2017

### Purpose

- To address the known limitations in our stakeholder engagement
- To engage stakeholders in the development and delivery of AoC Sport’s services
- To classify stakeholders so that engagement is relevant to their areas of interests and influence
- To ensure that common and consistent messages are communicated to all stakeholders.

### Scope

The strategy has a broad scope which covers the widest definition of stakeholder: from those who have a direct and substantial stake in the organisation, to others who have a more transactional or short-term relationship.

### Stakeholder mapping

A four box model has been used to categorise stakeholders according to their interest and their influence on AoC Sport. This in turn guides the type and extent of the engagement that AoC Sport has with each one.

	<b>2. Keep satisfied</b>	<b>1. Manage closely</b>
Influence ↑	Non-college customers	Member colleges
	Affiliates and commercial partners	AoC head office and areas
	National organisations with partnership agreements	Sport England
	DfE, DCMS, Public Health England	The FA
		Advisory Groups: ECFA, Operations Advisory Group, Policy and Curriculum Advisory Group
	<b>4. Monitor</b>	<b>3. Keep informed</b>
Non-member colleges	Lapsed member colleges	
Major employers	National organisations without partnership agreements.	
Awarding organisations		
	Interest →	

## Engagement plan

### Box 1 - manage closely

Stakeholders	Purpose of engagement	Items/ topics for engagement	Channels
Member colleges	Build trust and relationship  Maintain membership and deliver appropriate services	All subjects	Board meetings (with college principal representation)  AGM  College Sport Survey  AoC member survey  Website  Fortnightly e-newsletter  Weekly briefing  Twitter & Instagram  Direct customer service via email, phone and meetings
AoC head office and areas offices	Secure support and align work	All subjects	SMT meetings  Network meetings  Informal comms with Area Directors, especially Ian Munro
Sport England	Secure investment and deliver its strategy in FE	All subjects	Regular meetings at operational, managerial and director level
The FA	Secure investment and deliver its strategy in FE	All subjects	FE/HE strategy meetings  Regular update meetings
Advisory Groups	Help shape AoC Sport's services and offer to reflect current issues	ECFA: football development and competition  OAG: all sport and activity programmes  P&CAG: all policy and curriculum matters.	Termly meetings, reports and out-of-meeting communication

**Box 2 – keep satisfied**

Stakeholders	Purpose of engagement	Items/ topics for engagement	Channels
Non-college customers	Sustain and grow the business of AoC Sport  Create viable leagues for members  Provide opportunities for participation for young people in education	Sports competition offers	Website  Twitter & Instagram  Direct customer service via email and phone
Affiliates and commercial partners	Sustain and grow the business of AoC Sport  Introduce relevant, good quality services to colleges	Commercial opportunities	Regular, scheduled face to face meetings  Direct service via email and phone  Commercial partners recognised on website  E-newsletter
National organisations with partnership agreements	Joint delivery of projects where there are mutual benefits	Topics and projects where there are mutual benefits	Regular, scheduled face to face meetings  Direct service via email and phone  Recognition on website
Government departments and agencies: DfE, DCMS, Public Health England	Influence public policy with respect to sport and physical activity in colleges	Education, employment, health, wellbeing, sport, physical activity. At strategic/ policy level	Occasionally directly (eg PHE) or via AoC public affairs team

### Box 3 – keep informed

Stakeholders	Purpose of engagement	Items/ topics for engagement	Channels
Lapsed member colleges	Encourage them to re-join AoC Sport	All topics but in particular competition and policy (most valued according to the AoC member survey)	Direct one to one contact AoC regional network meetings AoC policy briefing (sport) AoC Sport conferences AoC Sport Annual Impact Report AoC Sport publications, particularly those jointly published with AoC Website
National organisations without partnership agreements	Joint delivery of projects where there are mutual benefits Sharing of expertise Process benchmarking	Projects where there are mutual benefits	Face to face meetings Direct comms via email and phone Website Move to Category 2 via formal agreements

#### Box 4 – monitor

Stakeholders	Purpose of engagement	Items/ topics for engagement	Channels
Non-member colleges	Encourage them to join AoC Sport	All topics but in particular competition and policy (rated as most valued in member survey)	AoC regional network meetings AoC policy briefing (sport) AoC Sport conferences AoC Sport Annual Impact Report AoC Sport publications, particularly those jointly published with AoC Website
Major employers	Make introductions between major/ national employers and colleges.  Help shape course content to meet the needs of employers	Apprenticeships  Work experience and placements  Employment opportunities	Sport and Physical Activity Professional Development Board and Committees  Ukactive membership council  Affiliate status (i.e. move them to category 2)
Awarding organisations	Influence the development of quals in the interests of our members.  Help develop our education advice	Qualifications  Course content  Study programmes	Affiliate status (i.e. move them to category 2)  Regular dialogue with AoC Sport policy staff

The above plan needs to include further detail on frequency and depth of communication with specific dates. It will be converted into actions in the AoC Sport Operational Plan.

#### Monitoring and review

Progress against the plan should be reviewed at least termly by the Exec team and reported to the board at least annually. Recording engagement in the AoC's CRM would facilitate the reporting process.