STARS

Shaping Talents and Achieving Vocational Excellence in Sports

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Open Sport School – Tool n°3

Build your team, Find your change agents
Map stakeholders and roles

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INTRODUCTION

Building an Open Sport School begins with understanding the ecosystem that surrounds your institution. Every school already interacts with a diverse range of stakeholders within the school community and beyond, who can contribute to learning, wellbeing, employability and community engagement. The challenge is not to involve everyone equally, but to identify the right partners, define how they can contribute, and progressively build a collaborative network that supports your school's ambitions.

This guide is intended for **school leaders, teachers and school staff** who are leading or supporting the implementation of the Open Sport School model. It forms part of the wider Open Sport School development framework, in which each phase of the transformation journey is supported by practical methods, templates and implementation tools. While this guide can be used independently, it is designed to complement the other resources that accompany schools from self-reflection to impact assessment.

I. MAP YOUR OPEN SPORT SCHOOL ECOSYSTEM

The first step in building your Open Sport School team is to understand the ecosystem that already exists around your institution. Every school is part of a wider network of organisations, professionals and communities that can contribute to richer learning experiences and stronger educational outcomes. Some of these relationships may already be well established, while others represent new opportunities to explore.

Remember that not all stakeholders need to be involved in the same way. Some may become strategic partners who actively co-design and deliver learning activities, while others may contribute occasionally by providing expertise, facilities, mentoring, work-based learning opportunities or access to local networks. The objective is not to maximise the number of partners, but to build meaningful relationships that support your priorities and create mutual value.

As a starting point, consider the different communities that interact with your institution. The categories below provide a practical framework for identifying the organisations and individuals who may contribute to your Open Sport School journey. Adapt them to your local context and add any stakeholders that play an important role within your own ecosystem.

To help you get started, the STARS project has identified a broad range of stakeholders that can contribute to an Open Sport School ecosystem. This list is not exhaustive. It serves as an inspiration to help you think strategically about the diversity of expertise and resources available within your local environment.

Your school community	• School leadership • Teachers and trainers • Administrative staff • Learners • Student representatives • Alumni • Parents associations • School sport clubs and associations	Civil society	• Parents and families • Community organisations • NGOs • Health and wellbeing organisations • Youth organisations • Cultural organisations • Volunteers
Education and research	• Universities • Research institutes • VET providers • Skills agencies/observatories • Teacher training organisations	International community	• Erasmus + partners • Centers of vocational excellence (CoVE) • International sport organisations
Sport ecosystem and economic partners	• Sport clubs • Sport regional and/or national federations • Coaches • Event organisers • Professional athletes • Facility providers • Referees associations • Fitness centres • Outdoor activities providers • Sport related start-ups • Sport-related companies/retailers	Public authorities (local, regional, national)	• Municipalities • Regional authorities • National authorities • Employment services • Chambers of commerce/sector organisations • Funding bodies

Identify the people and organisations that are part of your ecosystem and can contribute to your Open Sport School. Add stakeholders that are relevant in your national and local context.

YOUR SCHOOL COMMUNITY	EDUCATION AND RESEARCH	SPORT ECOSYSTEM AND ECONOMIC PARTNERS	CIVIL SOCIETY	PUBLIC AUTHORITIES (local, regional, national)	INTERNATIONAL COMMUNITY
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•	•	•	•	•	• .....
•	•	•	•	•	• .....
•	•	•	•	•	• .....
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II. DEFINE THE ROLES

Not every stakeholder needs to contribute in the same way throughout the Open Sport School journey. Some partners will become strategic actors who shape the school's vision and transformation, while others may simply need to be kept informed of activities and achievements. Defining the expected level of engagement for each stakeholder helps clarify roles, allocate responsibilities and build meaningful partnerships that evolve over time.

The categorisation proposed in this guide is based on the RACI matrix developed as part of the STARS Open Sport School methodology, a widely used responsibility assignment framework that clarifies who is Responsible for carrying out an activity, Accountable for its overall delivery, Consulted during decision-making, and Informed about progress and outcomes.

Role	Description
Key players *co-create*	Within or outside the schools, key players are strategic partners in the school's transformation. They share responsibility for planning, decision-making and continuous improvement, contributing to a common vision and long-term institutional development.
Teammates *collaborate*	They are collaborators. Teammates work alongside the school to design, deliver and evaluate learning activities or projects. Responsibilities are shared, with each partner contributing complementary expertise, resources or opportunities that enrich the learner experience.
Technical experts *consult*	They are advisors. Technical experts are punctually invited to share their expertise, needs and feedback to inform decisions. While the school retains responsibility for decision-making, their contribution helps ensure that actions respond to local priorities and sector needs.
Supporters *inform*	They are always there and need to be informed. They are kept aware of the school's vision, activities, progress and achievements. Communication is primarily one-way, helping to build transparency, raise awareness and create opportunities for future engagement.

III. BUILD YOUR LINE UP

Assign each stakeholder the role that best reflects their expected level of engagement in your Open Sport School journey. A stakeholder can have more than one role if relevant, and you can add notes or first actions where useful. Focus on your priority relationships rather than the size of your network. Remember that your stakeholder ecosystem will evolve over time, so revisit it regularly as partnerships grow, change or emerge.

Stakeholder name	Key Player	Teammate	Technical expert	Supporter	Notes, first actions
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	☐	☐	☐	☐	
	☐	☐	☐	☐	

IV. FIND YOUR CHAMPIONS

Your Open Sport School will only become a lasting institutional transformation if a small group of committed people coordinates the journey over time. These **Change Agents** are the internal champions who help turn the Open Sport School vision into everyday practice. Change Agents are selected from the Key Players identified in the previous section. While all Change Agents are Key Players, not all Key Players need to become Change Agents. External stakeholders can be Key Players, but Change Agents should normally be members of the school community.

They coordinate the implementation of the Open Sport School Game Plan, encourage participation, support colleagues, build partnerships and help maintain momentum throughout the continuous improvement cycle.

Change Agents are not necessarily members of the school leadership. While management support is essential, effective change often comes from motivated teachers, trainers, guidance staff, administrative staff, sport educators or learner representatives who are trusted by their peers, enjoy working collaboratively and are willing to experiment with new approaches. Their influence comes from their commitment and ability to bring people together, rather than from formal authority.

There is no ideal size for the Change Team. Most schools will benefit from a core team of 4 to 8 people, depending on their size and organisation.
Aim for a team that reflects the diversity of your school community, taking into account the following criteria:

- Gender balance, ensuring equitable representation and diverse perspectives.
- Representation of different professional profiles (e.g. leadership, teaching staff, sport educators, guidance staff, administrative staff).
- Representation of different departments or subject areas where relevant.
- Inclusion of staff with complementary skills (pedagogy, partnerships, project management, communication, quality assurance, learner support).
- At least one learner representative, whenever possible, to ensure that learners remain active partners in shaping the Open Sport School.
- A mix of experienced staff and colleagues who bring fresh perspectives or new ideas.

Your Change Team will:

- coordinate the implementation of the Open Sport School Game Plan;
- facilitate collaboration between staff, learners and external stakeholders;
- support colleagues in designing and implementing Open Schooling activities;
- participate in the STARS capacity-building programme and transfer knowledge within the school;
- coordinate the annual monitoring dashboard and facilitate regular review meetings;
- identify opportunities for sustainability, continuous improvement and innovation;
- represent the school within the Open Sport School Community and share inspiring practices.

★ Key Player name	Change Agent	Why this person? (see criteria above)	Main responsibilities
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