



SPORT INTEGRITY
AUSTRALIA

2022–2026 CORPORATE PLAN

PROTECTING SPORT TOGETHER



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ACKNOWLEDGEMENT OF COUNTRY



In the spirit of reconciliation, we acknowledge the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past, present and future and extend that respect to all Aboriginal and Torres Strait Islander peoples.

We recognise the outstanding contribution Aboriginal and Torres Strait Islander peoples make to sport in Australia and celebrate the power of sport to promote reconciliation and reduce inequality.

MESSAGE FROM THE CEO



Australia is a nation of sports lovers. Sport plays an important role in Australia's culture. Our love of sport is reflected in the large numbers of people who play and participate in sport, attend sporting events or passionately watch their teams on television. Sport is open to people of all ages, gender, race, class and background. It breaks down barriers, prejudices and celebrates diversity.

Participation in sporting activities improves the health and wellbeing of Australians. Sporting success, particularly on the world stage, contributes towards our distinct national identity. As a nation, we admire our sporting legends; they are our national heroes and much-loved Australian icons. We also love to encourage the success of our next rising stars.

When it comes to values, Australians look for integrity and honesty in their sporting heroes. Sport is an integral part of our social fabric and it is vital that we protect its integrity. All involved in sport have the right to participate in a fair and safe environment. We must protect sport together. Australia is leading the effort to address broad integrity threats to sport. Sport Integrity Australia is the single point of reference for all sports integrity matters. We effectively coordinate the response on behalf of government and sports to address all existing and emerging integrity issues in sport. This is achieved through our work with valued partners and we will continue to work with them to collectively strengthen Australian sport.

Sport Integrity Australia provides support, advice, structure and resources to identifying and addressing threats to sports. Our work is informed by sports and athletes and we will continue to learn from the valuable insights they provide into the challenges they face. We will continue to build trust and capability and align our contribution to assist sports to meet their challenges. We will help build resilience for sports through providing structured programs to standardise and enable fair and

When it comes to values, Australians look for integrity and honesty in their sporting heroes.

safe sporting environments. We will support sports with the implementation of the National Integrity Framework, which will importantly then allow avenues for an independent management of complaints, offering an impartial process for all sports and athletes to rely on.

We will continue to engage with athletes and support personnel to provide the tools to influence positive decision-making through education and prevention programs to all levels of sport, from elite competition right through to the grassroots level of sport. We will coordinate the national response to sports integrity threats through key partnerships with Australian and global law enforcement and intelligence agencies. We will also continue to collaborate with industry partners and lead the coordinated approach in the development of the Australian Sports Wagering Scheme.

We will work with our international partners to identify and act on the manipulation of competitions in Australia and globally. We will assist the government to enact and implement national match-fixing laws to deliver a nationally consistent approach to addressing corrupt behaviour. We will implement the requirements of the 2021 World Anti-Doping Code and we will

deliver an informed anti-doping program encompassing testing, engagement, education, deterrence, detection and enforcement activities. We will work with National Sporting Organisations to implement the Safeguarding in Sport Continuous Improvement Program, which will aid sport in embedding a comprehensive culture of child safety and member protection. At Sport Integrity Australia, we believe the positive impact sport has on Australians is worth protecting. We will continue to work hard on providing safe and fair sport for all. As the accountable authority of the

agency, I am pleased to present our 2022–23 Corporate Plan for the period 2022–26, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.



David Sharpe APM OAM
Chief Executive Officer



OUR PURPOSE



PORTFOLIO BUDGET STATEMENT OUTCOME

Protection of the integrity of Australian sport and the health and welfare of those who participate in sport through the coordination of a national approach to all sports integrity matters.

OUR VISION



Safe and fair
sport for all

OUR 'WHY'



We believe the
positive impact sport
has on Australian
communities is worth
protecting together

OUR 'HOW'



We bring people
together and provide
support, advice and
resources to identify
and address threats
to sports integrity

OUR TAGLINE



Protecting sport
together

OUR ROLE



The Review of Australia's Sports Integrity Arrangements¹ (*Wood Review*) found the vulnerability of Australian sport to future corruption is exacerbated by the lack of a clear and national regulatory, law enforcement, policy and program delivery response across the sports integrity threat continuum.

The Australian Government established Sport Integrity Australia to cohesively draw together and develop existing sport integrity capabilities, knowledge and expertise and to coordinate all elements of a sport integrity threat response nationally including prevention, monitoring and detection, investigation and enforcement. We provide a single point of contact for athletes, sporting organisations, law enforcement bodies and other stakeholders for matters relating to sports integrity.

We prevent and address threats² to sports integrity³ and coordinate a national approach to matters relating to sports integrity in Australia, with a view to:

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- ¹ The Review was commissioned by the Australian Government in August 2017 and was conducted by an independent expert panel. The Report of the Review was presented to the government in March 2018 and addressed key domestic and international threats to the integrity of sport through 52 recommendations. The Government Response to the *Wood Review* was released on 12 February 2019.
 - ² **Threats** to sports integrity include: (a) the manipulation of sporting competitions; (b) the use of drugs or doping methods in sport; (c) the abuse of children and other persons in a sporting environment; (d) the failure to protect members of sporting organisations, and other persons in a sporting environment from bullying, intimidation, discrimination or harassment.
 - ³ **Sports integrity** means the manifestation of the ethics and values that promote community confidence in sport.

- achieving fair and honest sporting performances and outcomes
- promoting positive conduct by athletes, administrators, officials, supporters and other stakeholders, on and off the sporting arena
- achieving a safe, fair and inclusive sporting environment at all levels
- enhancing the reputation and standing of sporting contests and of sport overall.⁴

Our role is to protect Australian sport from the:

- use of prohibited substances and methods in sport
- abuse of children and other people in a sporting environment
- manipulation of sporting competitions
- failure to protect people in a sporting environment from bullying, abuse, intimidation, discrimination or harassment.

We work with sports to support their existing integrity functions or develop new capabilities, so they can protect their athletes and the competitions they govern. We provide resources, capability and education to help sports, as well as offering an independent complaint handling model to address integrity issues that arise in sport.

We acknowledge that we cannot protect sport on our own,

⁴ Section 3A – *Sport Integrity Australia Act 2020*.

⁵ The Convention on the Manipulation of Sports Competitions (the Macolin Convention), is the only multi-lateral treaty specifically aimed at combating match-fixing and other related corruption in sport. Australia is a signatory but is yet to ratify

so our response is a partnership model that brings together law enforcement, border protection agencies, regulatory agencies, wagering service providers, academic institutions and the health sector.

We have three primary areas of focus:

1. Policy and program delivery (including engagement, education, outreach and development)
2. Monitoring, intelligence and investigations
3. Regulation

Two of our core responsibilities are to be Australia's National Anti-Doping Organisation, providing a comprehensive anti-doping program for the Australian sport community, and to be the national platform for information sharing on competition manipulation under the Macolin Convention.⁵

We are responsible for leading further development and implementation of the government's response to the *Wood Review*.

Further detail on the role and functions of the agency are set out in the *Sport Integrity Australia Act 2020*, the *Sport Integrity Australia Regulations 2020* and the National Anti-Doping scheme. The agency is a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013*.

THE REVIEW OF AUSTRALIA'S SPORTS INTEGRITY ARRANGEMENTS



The *Wood Review* was commissioned by the Australian Government in response to the growing global threat to the integrity of sport – recognising a fair, safe and strong sport sector free from corruption is inherently valuable to sports participants, sporting organisations and the 14 million Australians who participate in sport annually.

The *Wood Review* addressed key domestic and international threats to the integrity of sport, making 52 recommendations across five key themes:

1. A stronger national response to match fixing
2. Australian Sports Wagering Scheme
3. Enhancing Australia's anti-doping capability
4. A National Sports Tribunal
5. A National Sports Integrity Commission

Twenty-six of the 52 recommendations are now implemented. In 2022–23, we will continue to work towards legislative change and/or obtaining additional policy authority, where required, to implement the remaining recommendations. We will also conduct a review of the remaining 26 recommendations to ensure they remain relevant in the current environment and provide advice to government accordingly.

The key pillars of the government response relevant to the agency are:

Sport Integrity Australia – A National Sports Integrity Commission

We provide a national coordination role for all stakeholders for sports integrity matters.

Convention on the Manipulation of Sports Competitions (Macolin Convention)

The Australian Government signed the Convention on the Manipulation of Sports Competitions (Macolin Convention) – the only multi-lateral treaty aimed at combatting match-fixing and related corruption in sport. Ultimately, becoming a Party to the Macolin Convention will support national match-fixing criminal legislation to complement similar laws where they exist within the states and territories and bring consistency in the national ability to protect sport from wagering-related corruption.

Enhanced anti-doping and criminal intelligence capabilities

Anti-doping and criminal intelligence capabilities have been ramped up to protect sport from doping and sports wagering-related corruption.

Reforming sports wagering to protect the integrity of sport

We will continue to build on the work of the Australian Criminal Intelligence Commission (formerly the Sports Betting Integrity Unit, now the Australian Sports Intelligence Unit) by bringing together all stakeholders to consistently and proactively detect and respond to wagering-related competition manipulation, which continues to expand globally along with the growth of illegal wagering – working with stakeholders, law enforcement and/or sporting organisations on appropriate responses where corruption may be indicated.

ENGAGEMENT AND COLLABORATION



We acknowledge that we cannot protect sport on our own, so our response is an engagement model which recognises and leverages the breadth and expertise of our stakeholder group, including sports, participants, governments and international partners. The insights gained from a strong and focussed engagement program critically inform our strategies across all areas of our operations.

We work closely with all National Sporting Organisations to understand the unique environments in each sport and help build their capability to deal with integrity matters. We provide guidance and resources to help them prevent and manage integrity threats in their sport, and through the National Integrity Framework, offer a free independent complaint management process to manage integrity complaints on their behalf.

In addition, we recognise the importance of the athlete voice, and engage with athletes and support personnel, through initiatives such as the Sport Integrity Australia Athlete Advisory Group and Clean Sport Educators. Their advice helps us

understand how best to support athletes in making the right decisions, how integrity policies impact athletes and how best to deliver fit for purpose education and prevention programs.

Noting the broad range of sports integrity threats under our remit, we also work closely with law enforcement, border protection agencies, regulatory agencies, wagering service providers, academic institutions and the health sector.

We also continue to strengthen partnerships with the World Anti-Doping Agency (WADA) and other international anti-doping organisations to build the collective capability of the anti-doping community so Australian athletes can compete on a level playing field wherever they may be.

In addition to our operational partners, our strategic approach is also informed by the Sport Integrity Australia Advisory Council, who provides advice unrelated to a particular individual or investigation to:

- a. our CEO in relation to the CEO's functions or the agency's functions
- b. the Minister about the operations of the agency or the performance of the CEO's functions.

These relationships allow us to better understand and respond to integrity threats as the sport and organised crime contexts converge, as well as fostering proactive engagement to develop a culture of clean, fair and safe sport.

OUR STAKEHOLDERS



OPERATING ENVIRONMENT



The context in which we operate is diverse, challenging and global. The global anti-doping framework overseen by WADA is mature, well connected and effective. However, there are few all-encompassing sports integrity agencies internationally like ours charged with coordinating the national approach to addressing the manipulation of sporting competitions, keeping sport clean and fair and improving member protection in sporting environments, though more are likely to follow our lead. Our engagement framework enables it to leverage established and trusted relationships while exploring opportunities for new collaboration.

We represent Australia at international forums on match-fixing, participate in the Group of Copenhagen Bureau and will soon have international compliance obligations under the Council of Europe Convention on the Manipulation of Sports Competitions (the Macolin Convention). We participate in working groups, expert groups and continue to develop productive and collaborative relationships with international partners in order to effectively regulate threats to sports integrity. These relationships include:

- WADA
- the Oceania Regional Anti-Doping Organisation (ORADO)
- the Institute of National Anti-Doping Organisations (iNADO)
- the International Anti-Doping Arrangement (IADA)

- International Partnership Against Corruption in Sport (IPACS)
- United Nations Office on Drugs and Crime (UNODC)
- Europol
- INTERPOL
- other international counterpart anti-doping and integrity agencies.

We are also responsible for ensuring Australia's compliance with the UNESCO International Convention against Doping in Sport and the Council of Europe Anti-Doping Convention.

Australia now has a single point of reference for sports integrity matters and as we enter our third year, the period of adjustment continues. This is felt by the full range of stakeholders, including the Australian Government, the public, athletes, athlete support personnel, sporting organisations, regulatory agencies, sports wagering providers, law enforcement and intelligence agencies. The agency is focused on consistent and clear communication to all stakeholders to enable better understanding and engagement.

While pitched as a 'one-stop shop' for sports integrity matters, during this reporting period we will continue to grow capability and capacity to enable us to execute our full remit. Factors affecting us include:

- the progress of legislative reforms to enable a national approach to competition manipulation

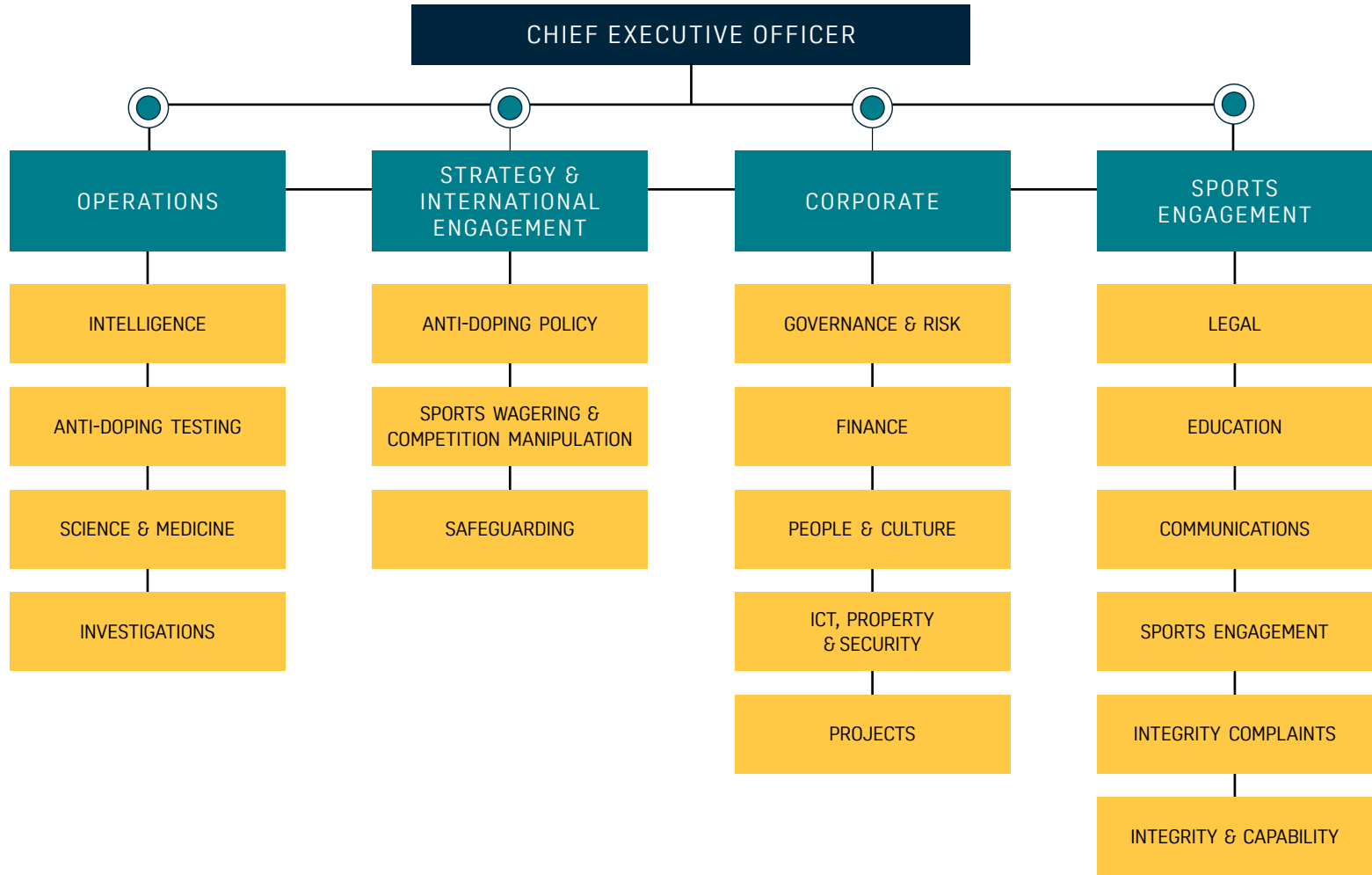
- stakeholder appetite to advance the Australian Sports Wagering Scheme
- funding limitations.

Our sensible approach to moderate innovation and growth to satisfy current demand for services and support, coupled with existing strong relationships with the minister's office and key stakeholders, will allow us to prioritise business objectives now while keeping an eye on the future.

We continue to learn about the sports integrity environment both through our work within Australia and increased focus internationally. This environment is rapidly evolving through the increased global interest in member protection issues and establishment of sports integrity bodies around the globe. We need agility and adaptability to meet these challenges head on while also managing the expectations of a diverse stakeholder group. Our governance framework guides our internal interactions and is a key enabler to seamlessly adjusting resource allocation and business processes to ever-changing priorities.

OUR ORGANISATIONAL STRUCTURE

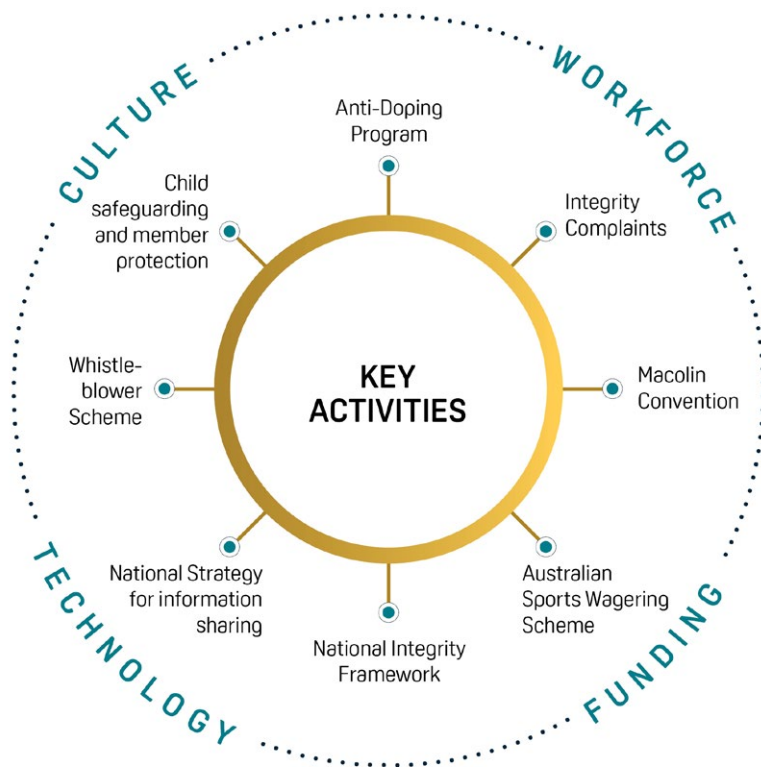




OUR KEY ACTIVITIES AND STRATEGIC GOALS



KEY ACTIVITIES⁶



⁶ As per Resource Management Guide 132 – A *key activity* is a distinct, significant program or area of work undertaken by an entity to assist in achieving the entity's purposes.

Deliver an innovative and informed anti-doping program

We are Australia's National Anti-Doping Organisation. Our main responsibility is to implement the World Anti-Doping Code in Australia, thereby protecting the health of Australian athletes and the integrity of sport. We achieve this through an informed anti-doping program encompassing testing, engagement, education, deterrence, detection and enforcement activities.

We believe Australia's anti-doping efforts should be informed. This will be achieved through collaboration with our partners and the sporting community. We will deliver an anti-doping program that is consistent with international requirements and Australian legislation.

We have a responsibility to be innovative in the way we deliver our anti-doping program, including introducing new processes and finding creative ways to engage with and educate athletes. We will continue to support the athlete voice and educate the Australian sporting community.

Provide a transparent, integrity complaints process to address integrity issues

We will provide the necessary resources and expertise to manage and support a transparent and independent integrity complaints process for conduct prohibited by sports' integrity

policies. We will continue to liaise with sporting organisations to refine processes and policy to ensure matters are consistently, efficiently and effectively resolved.

Assist Australia to ratify the Council of Europe Convention on the Manipulation of Sports Competitions (Macolin Convention)

The Council of Europe Convention on the Manipulation of Sports Competitions (Macolin Convention) is the only multi-lateral treaty specifically aimed at combating match-fixing and other related corruption in sport. On 1 February 2019, the Australian Government formally signed the convention and we continue with the process of ratifying it. By engaging formally with the Parties to the Macolin Convention, Australia will be empowered to create a fully effective national platform to enhance detection of, and nationally coordinate responses to, match-fixing and related corruption of Australian sport and sports competitions. Membership in the Macolin community will enable Australia to obtain formal ongoing access to international counterparts and fora engaged in protecting global sport from corruption.

We will continue to work with partners to determine whether Australia meets the thresholds required to ratify the convention. This work includes detailed constitutional legal research on the combined state, territory and Commonwealth legislative approach to the Convention's articles.

Develop and implement the Australian Sports Wagering Scheme for Australian Sport

The development and implementation of the Australian Sports Wagering Scheme (ASWS) is a key pillar of the Government Response to the Review of Australia's Sports Integrity Arrangements (the *Wood Review*). The intent of the ASWS is to streamline current sports wagering regulation to provide clarity, transparency and consistency across Commonwealth, state and territory jurisdictions and to ensure sports wagering occurs within a regulatory framework, protecting the integrity of sport and ensuring Australian sporting competitions are more resistant to evolving manipulation tactics.

We will continue to work with Sports Controlling Bodies, Wagering Service Providers and state and territory governments to develop the ASWS operating model and address allied issues associated with sports wagering integrity threats.

Advocate for National Sporting Organisations to adopt and implement a comprehensive National Integrity Framework

Good governance, easy-to-understand rules and an integrity-first culture are at the heart of protecting participants in sport. The National Integrity Framework was designed by Sport Integrity Australia to ensure sporting organisations meet all three of these

criteria. The Framework was provided to sports in March 2021 and by 30 June 2022 all 97 recognised National Sporting Organisations had submitted their policies to Sport Integrity Australia for approval. Eighty-five National Sporting Organisations have committed to adopting the Framework, with the remaining 12 seeking approval of an equivalent set of policies which maintain the high standards set out in the Framework.

Sport Integrity Australia is now working closely with National Sporting Organisations to implement and embed the comprehensive National Integrity Framework by December 2022. Sport Integrity Australia will support sports through this process with integrity manager resourcing, communications and marketing materials, and educational resources tailored to the needs of each sport.

Establish a National Strategy for information sharing with all partners to address integrity threats/risks

To address integrity threats/risks to sport in Australia, it is critical we establish a central information gathering, analysis, dissemination and coordination capability.

The National Strategy for information sharing will enable all our partners to receive, deal with and disseminate information to law enforcement, regulators, sport and other key partners. This

capability will coordinate, address and strengthen responses to sports integrity matters in a timely and effective manner. The National Strategy for information sharing will be equipped to manage personal and confidential information.

The key government partners will range from the Australian Human Rights Commission, Sport Australia, Australian Institute Sport, law enforcement agencies, regulators, child protection agencies and other state and Commonwealth agencies.

For sports betting and sports corruption, we will work in partnership with the Australian Criminal Intelligence Commission (ACIC) to identify and address risks of serious and organised crime within sport and provide consistent engagement with national and international sport stakeholders, including the Group of Copenhagen.

The agreement with the ACIC includes the secondment of ACIC personnel from the Australian Sports Intelligence Unit (formerly the Sports Betting Intelligence Unit) to the agency to facilitate a coordinated approach between the agencies and support the development of the framework, policy and potential regulation around match fixing, betting and wagering.

Establish a Whistleblower Scheme to enable confidential reporting of integrity threats

In strengthening our commitment to protect the integrity of sport, we will establish a Whistleblower Scheme for the sporting community.

The Sport Integrity Australia Whistleblower Scheme will be developed to enable athletes, administrators and others from across all sports to confidentially raise concerns relating to sports integrity issues. We will provide the avenues for listening to and managing whistleblower disclosures, providing advice, supporting and protecting people who choose to use the program.

To deliver this scheme, we will initially focus on the establishment of the legislative framework required to support protected disclosures as a Commonwealth authority under the whistleblower laws.

Advocate a culture of child safeguarding and member protection across all levels of sport

All involved in sport have the right to participate in a fair and safe environment. Embedding safeguarding practices is in the best interest of sports organisations nationally, and the children, participants and the community they impact.

To aid sport in embedding a comprehensive culture of child safety and member protection, we will work with National Sporting Organisations to implement the Safeguarding in Sport Continuous Improvement Program (SISCIP). The SISCIP is a critical element of maturing the integrity capabilities of sports across the sector, one that provides an overarching and tailored plan for each sport to work towards, so as to keep all children and participants safe.

The SISCIP aims to create genuine cultural change at all levels of sport by sequentially providing action plans for National Sporting Organisations, State Sporting Organisations and community affiliated bodies to embed safeguarding practices, processes and education in their sport. The ultimate goal is to enhance the safety of children and participants in sport in Australia by promoting a nationally consistent approach across the sector and driving greater accountability for continuous improvement and the maturing of safeguarding practices.



STRATEGIC GOALS⁷



⁷ A *strategic goal* is the objective(s) the agency aims to achieve over a stipulated period of time (i.e. period of the Corporate Plan). These goals are usually qualitative and measurable. The goal should be achievable.

Improve the global response to sports integrity

We believe Australian sport is better protected when the capability of the global sporting community to respond to sporting integrity issues is enhanced and when that global response is coordinated and collaborative. Australia is already recognised for its expertise in anti-doping and, with the creation of Sport Integrity Australia is now seen as a leading nation in the effort to address the broader integrity threats to sport.

We are implementing an international strategy to guide and inform our engagement with the international community. We will seek to maintain and capitalise on our positions of influence in existing international fora and committees and will work with our partners to identify and implement integrity outcomes with the global community. In the long term, we will identify strategic opportunities and partnerships through which we are able to build international capabilities. We will seek to be recognised internationally for our sports integrity expertise and to be influential in our contributions to the development of international policy and outcomes.

Promote ourselves so people recognise who we are, what we do and why it matters

To operate as an effective central coordination point for matters relating to sports integrity, it is imperative all stakeholders have an awareness of the role we play in the sporting sector.

Increasing awareness ensures that all sporting participants, law enforcement agencies and others who may be impacted by sports integrity issues know where to provide relevant information. It also ensures that people understand the importance of protecting sport from integrity threats.

To increase the awareness of our work, we are focusing on delivering communication to broader stakeholder groups than are ordinarily targeted. This includes focusing communication opportunities on where they will have the greatest impact, as well as working with sporting organisations to leverage off pre-existing communications channels. Further, we will be looking to better use opportunities in the media to promote the agency, including the promotion of the National Integrity Framework, ideally through a dedicated media campaign.



Enhance knowledge and capability of our stakeholders to strengthen the response to integrity threats in sport at all levels

We will continue to provide effective support, advice and resources to our stakeholders to ensure sport is safe and fair for all, now and into the future.

We will coordinate national activities for government stakeholders to enable the development of collective strategies and the efficient use of resources, to prevent and disrupt sports integrity threats impacting Australia. Concurrently, consultation with sport and its participants will proceed according to the nature and extent of sports integrity issues. This strategy will help build an integrity capacity that supports strategic and operational decisions being made within sport at all levels.

In the short term, we will focus on developing a mechanism for sports integrity resourcing in National Sporting Organisations and the delivery of an integrity network for sport that supports continued learning. We also recognise that sport cannot move forward without learning from the past. To that end, we will work with sport and other key partners to establish processes that effectively deal with historical issues and ensure these learnings are incorporated into policies and best practice principles that will protect participants of sport in the future.

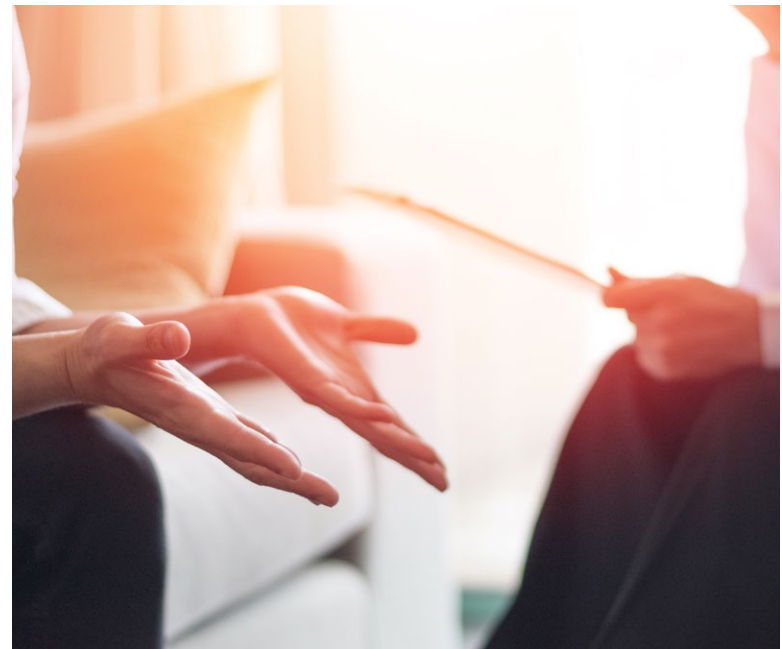
Underpinning all our support to stakeholders is a comprehensive education program designed to educate sport participants on integrity threats, how to prevent them and how to promote positive cultures. Through online and face-to-face education, combined with educational resources and websites, we will provide targeted education on threats like doping, competition manipulation, child safeguarding and member protection. These resources will be tailored to a range of audiences including athletes, support personnel, parents and sport administrators, with the intent of enhancing the knowledge and capability of all stakeholders when it comes to preventing and managing integrity threats.

Listen to and support all sport participants

We are committed to listening to and amplifying the voice of athletes and other participants. Our work is informed by broad stakeholder engagement and feedback across the cohorts that we interact with.

We utilise our Athlete Advisory Group to provide direct feedback on work being undertaken that could affect the lives of athletes. This group consists of a mixture of present and former athletes from a wide range of disciplines, with each bringing a unique perspective.

We recognise that the process of making a complaint about integrity issues can have a strong impact on a person's health and wellbeing. The same is true for those who find themselves under investigation for an anti-doping rule violation. To address this, we are committed to working with partners to improve welfare resources for those who engage with us in a complaints or investigative process.



A woman in a pink top is shown in a focused, aiming posture with a compound bow. The background is a soft-focus green field, suggesting an outdoor archery range. The image is used as a background for the document's title page.

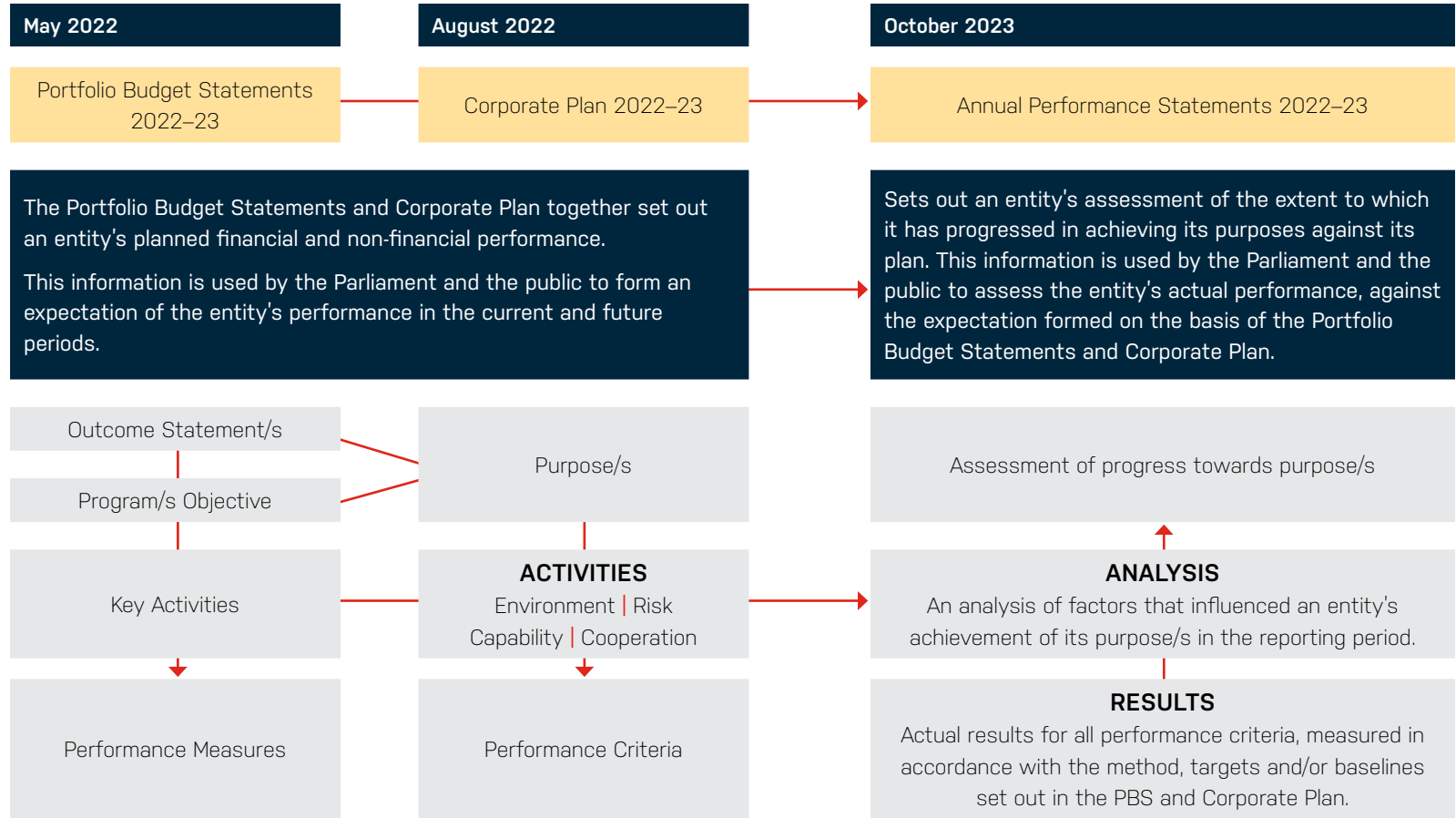
SUMMARY OF KEY ACTIVITIES AND STRATEGIC GOALS ALIGNED TO OUR PERFORMANCE FRAMEWORK

Key activities and strategic goals	ADAPT TO OUR ENVIRONMENT	STRENGTHEN OUR ENVIRONMENT		ADDRESS THREATS TO OUR ENVIRONMENT
	Sport Integrity Australia gathers, assesses and shares information with stakeholders	Sport Integrity Australia leverages productive partnerships and contributes to fora, committees and projects	Sport Integrity Australia promotes positive practices across the sporting community	Sport Integrity Australia identifies and addresses sports integrity threats
Anti-doping program	✓			✓
Integrity complaints process	✓			✓
Macolin Convention		✓		
Australian Sports Wagering Scheme		✓		
National Integrity Framework			✓	
National Strategy for information sharing	✓			
Whistleblower Scheme			✓	
Child safeguarding and member protection			✓	✓
Global response to sports integrity		✓		
Build positive brand awareness		✓	✓	
Enhance knowledge and capability of our stakeholders		✓	✓	
Listen to and support all sport participants			✓	
Our Capabilities – Culture, Workforce, Technology and Funding				

OUR PERFORMANCE FRAMEWORK



COMMONWEALTH PERFORMANCE FRAMEWORK



Overview

Our performance framework is designed to assess our ability to deliver on our purpose from 2022-23 to 2025-26. The framework aligns to the overarching guiding document, the Portfolio Budget Statement (PBS), which outlines our Outcome, Program Objective, Key Activities and Performance Measures.

Our performance reporting revolves around a mix of qualitative and quantitative data drawn from reliable and verifiable sources and methodologies. Through our annual performance statement in our annual report, we will provide an assessment of our performance against the identified performance measures.

As a newer agency with fresh responsibilities and a broad remit, we are growing into our role as Australia's national coordination body to protect the integrity of Australian sport and the health and welfare of those who participate in Australian sport. Over the past 2 years we have worked to adapt, strengthen and address sports integrity threats in our environment; for example, through our efforts to implement *Wood Review* recommendations and establish an independent complaints handling model. While our performance framework still has no defined targets, we are now ready to move forward with the operating model we have built over the past 2 years and will continue to gather baseline data to get a better understanding of the sports integrity environment. We are seeking to mitigate

the risk of narrow or uninformed targets adversely impacting reporting of our broader performance.

We consider the past 2 years as benchmarking years during which our performance framework matured to the point that decisions around adjustment of measures and the inclusion of targets will be well informed and justifiable (i.e. derived on a rational basis). In progressing this, external consultants have provided recommendations to enhance our performance framework to better demonstrate our progress in fulfilling our purpose, allowing for a clear, consistent and unbiased assessment over time. The implementation of these recommendations is prioritised over four timeframes (immediate, short, medium and long term) with much of this work commencing in 2022-23.

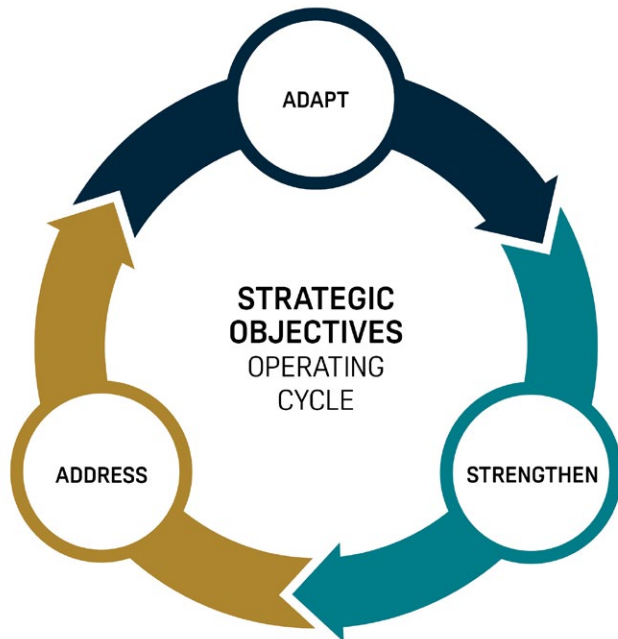
Portfolio Budget Statement

Performance Measure	Target
Risks affecting the integrity of sport and the health and welfare of those who participate in Australian sport are reduced through a coordinated national approach.	Identify and manage risks and address threats to sports integrity through collaboration with partners and effective awareness, interventions and monitoring controls.

Agency performance measures

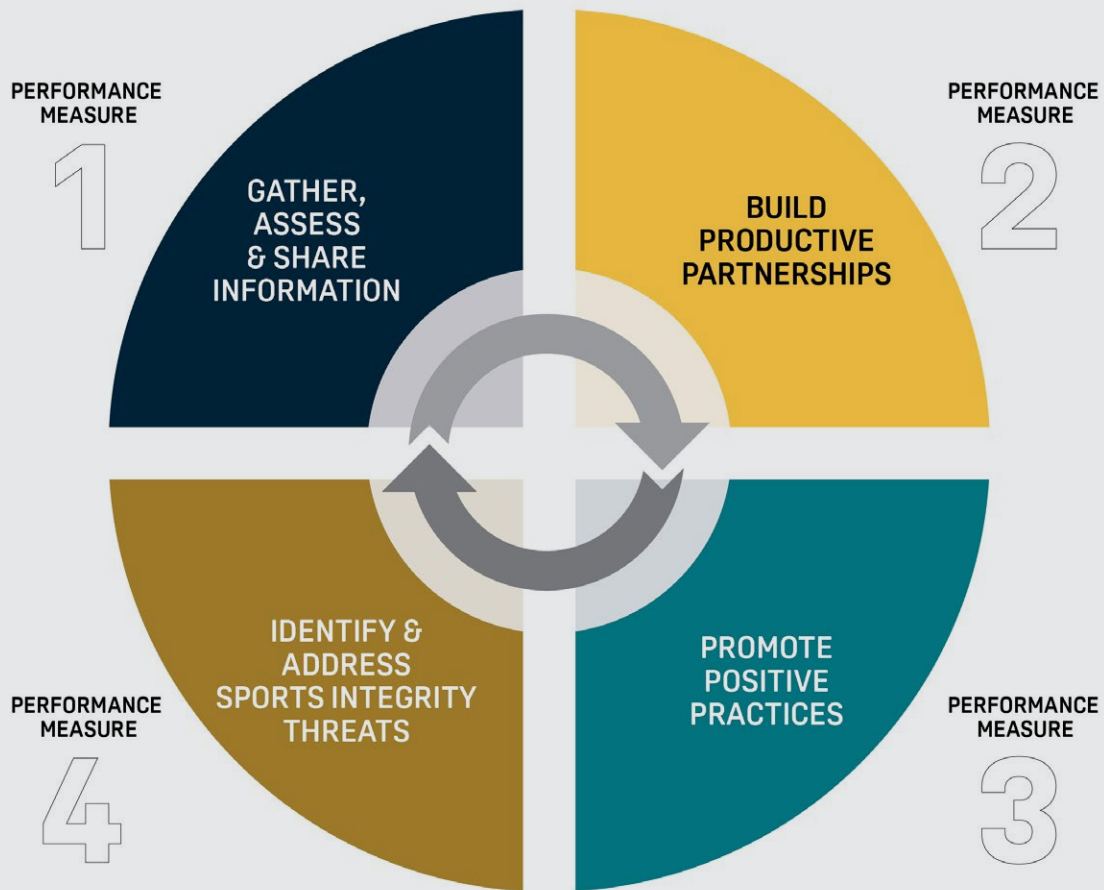
Our performance measure framework is framed around a mutually supportive operating cycle of:

- adapting to our environment
- which leads to **strengthening** our environment
- which better enables **addressing** threats to our environment
- from which we continually adapt to and strengthen our environment.



Number	Strategic objective	Measure
1	Adapt to our environment	Sport Integrity Australia gathers, assesses and shares information with stakeholders
2	Strengthen our environment	Sport Integrity Australia leverages productive partnerships and contributes to fora, committees and projects
3		Sport Integrity Australia promotes positive practices across the sporting community
4	Address threats to our environment	Sport Integrity Australia identifies and addresses sports integrity threats

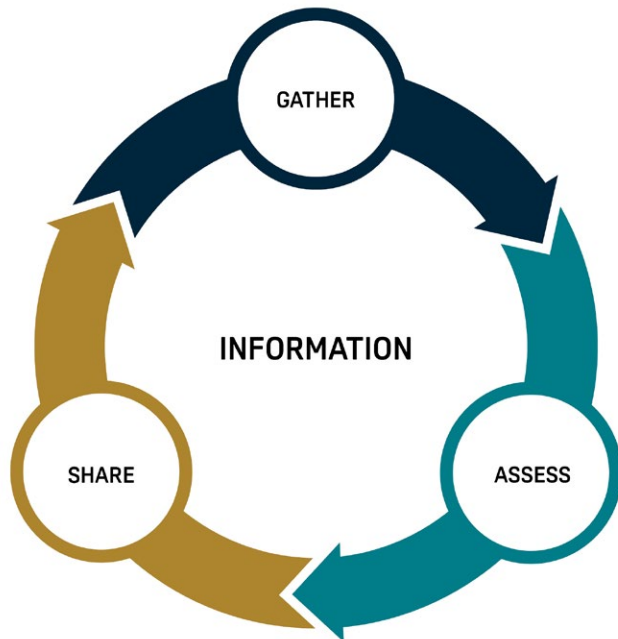




STRATEGIC OBJECTIVES

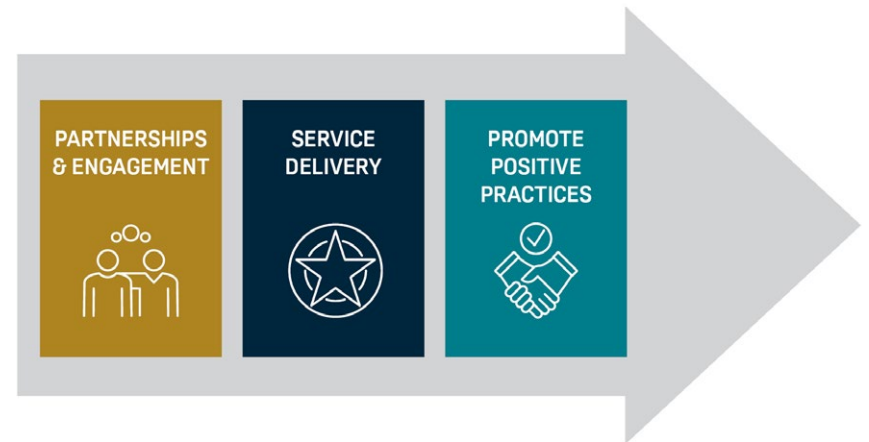
Adapt to our environment

We leverage our domestic and international relationships to build our understanding of risks, vulnerabilities and threats to Australian sport and its participants. We integrate our insights, knowledge, data and experiences to construct and share a comprehensive view of the sports integrity environment.



Strengthen our environment

In collaboration with our partners, the agency mitigates and manages risks within our sporting environment through effective awareness and monitoring controls. The National Integrity Framework facilitates strengthening our sporting environment. By delivering effective policies and services we connect with our stakeholders and enable them to regulate and protect their own sporting communities.

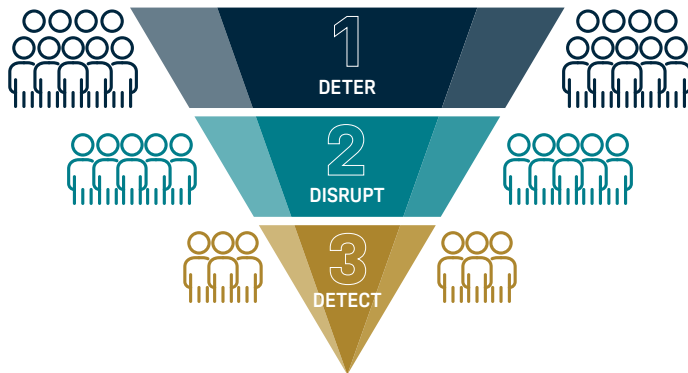


Address threats to our environment

In collaboration with our partners, we take a leading role through activities and coordination efforts to address threats to sports integrity. These are framed around a variety of interventions and effective application of those options.

These activities influence:

- **deterrence** – for example, through targeted education we discourage individuals from acting or proceeding with activities that may threaten sports integrity.
- **disruption** – for example, through sports integrity complaints we can cause disorder to the normal continuance of activities that may threaten sports integrity.
- **detection** – for example, through positive doping tests we discover activities that may threaten sports integrity.



Performance measure targets

Work continues to establish specific performance measure targets utilising the baseline data of the past 2 years. All performance measures are indicative of our outputs, efficiency and effectiveness while providing a basis for assessment of our performance over time. In the absence of targets at this point in time, we have developed internal control and assurance mechanisms to provide clarity and ensure consistency in how we will report against each performance measure. This includes the following principles:

- Reporting should include recognition of achievements, as well as evidence of our culture of continuous improvement (i.e. opportunities for improvements).
- Performance measure methodologies and underpinning activities are proportionately weighted when determining our achievement against each measure.

Audit trails have been developed to identify the source of the findings and basis of the assessments made in our performance information.

The Government Response to the *Wood Review*

A time limited element within our purpose is delivery of key recommendations resulting from stage one of the *Safeguarding the Integrity of Sport – the Government Response to the Wood Review*. Twenty-six of 52 recommendations are complete and we will undertake a review to ensure the currency of the remaining 26, in consultation with government.

We will link the following activities into the performance measure framework when appropriate:

- Commonwealth match-fixing offences – establishing national match-fixing offences.⁸
- Policy and program delivery – establishing a single, easily identifiable education and outreach platform.⁹

⁸ Recommendation 2 and 3

⁹ Recommendation 52



What we will measure and how

Performance measure 1

We leverage the expertise of our staff, the access and integrity of our systems and the strength of our partnership network to derive and share greater insights into the sports integrity environment.

Strategic objective	Adapt to our environment
Measure	Sport Integrity Australia gathers, assesses and shares information with stakeholders
Methodology	Analysis ¹⁰ of Sport Integrity Australia's contribution to stakeholders' capability to address sports integrity threats through timely and fit for purpose information sharing External feedback from stakeholders

Performance measure 2

Our effectiveness is contingent on impactful partnerships. We take a leadership role in capacity building, collaboration and consultation, both nationally and abroad, via formal and informal engagements, fora, committees, working groups and projects.

Strategic objective	Strengthen our environment
Measure	Sport Integrity Australia leverages productive partnerships and contributes to fora, committees* and projects
Methodology	<i>*Committees = permanent panels or groups established through governance to have recognised members and authority. Includes WADA standing committees (e.g. Finance and Administration; Health, Medical and Research; Education)</i> <i>Productive is demonstrated through impact</i> Analysis of Sport Integrity Australia's partnerships Analysis of Sport Integrity Australia's contribution to fora, committees and projects External feedback from stakeholders

¹⁰ For all methodologies, 'analysis' comprises identifying relevant qualitative and quantitative data available, along with case studies which demonstrate the agency's achievement against the performance measure.

Performance measure 3

Promoting positive practices revolves around enabling and empowering the sporting community with impactful resources and to make better decisions. These better decisions may be culturally or operationally themed and may relate to reporting information, resisting an opportunity to cheat, supporting or defending a teammate, or advocating the cause to promote sports integrity.

Strategic objective	Strengthen our environment
Measure	Sport Integrity Australia promotes positive practices across the sporting community
Methodology	<p>Analysis¹¹ of sharing Sport Integrity Australia's resources* with stakeholders</p> <p><i>*Resources = all information mediums including website, governance templates, social media tiles, flyers, posters, education plans, facts sheets, Sport Integrity app, 'On Side' podcast</i></p> <p>Analysis of Sport Integrity Australia's initiatives to promote or influence positive practices</p> <p>External feedback from stakeholders</p>

Performance measure 4

Our activities and coordination efforts to address threats to sports integrity include a variety of intervention options. These activities influence deterrence, disruption and detection.

Strategic objective	Address threats to our environment
Measure	Sport Integrity Australia identifies and addresses sports integrity threats
Methodology	<p>Analysis of Sporting Administration Bodies¹² compliance with Sport Integrity Australia administered integrity policies</p> <p>Analysis of Sport Integrity Australia's activities to identify and address sports integrity threats</p> <p>External feedback from partners</p>

11 For all methodologies, 'analysis' comprises identifying relevant qualitative and quantitative data available, along with case studies which demonstrate the agency's achievement against the performance measure.

12 As defined by *Sport Integrity Australia Act 2020*.

OUR CAPABILITIES



CULTURE

We are committed to creating an organisational culture that enables sustainable performance and engagement over the medium and longer term.

We will have clear organisational priorities, which are supported by quality processes, infrastructure and people.

We will foster a positive environment in which our people are valued, included and treated with respect.



13 Recommendations 21 and 22.

SUSTAINABLE FUNDING

Securing certainty on long-term resourcing brings full effect to the Government's response to the recommendations of the *Wood Review*¹³ and it underpins our capacity to plan, deliver and achieve our strategic intent. It enables us to commit to and build long-term capabilities encompassing staff, technology platforms and physical infrastructure. It also enables us to enter into long-term partnerships with key international and domestic stakeholders, including WADA, Sport Australia, National Sporting Organisations and Commonwealth and state and territory government intelligence, law enforcement and regulatory bodies, to deliver on our strategic intent.

TECHNOLOGY

Technology continues to play a critical role in combatting sports integrity threats. We invest significantly to enhance both our ability to detect threats and to provide athletes with engaging mediums to help them make more informed choices.

With the creation of our first Digital Strategy, we enter a period of consolidation with clear goals defined as enterprise-wide business priorities. Underlying each business priority will be implementation roadmaps for how we will flexibly achieve each outcome. These are supported by our digital strategy principles, aligned to the Digital Government Strategy, which are the building blocks for a robust and transparent decision-making framework around which we will:

- methodically build our digital capability
- elicit staff and stakeholder buy
- mitigate risk of project failure.

Over the next 12 months, our technology-based activities aim to:

- establish baseline ICT capability for all staff
- improve integrity processes
- improve handling, storage and retrieval of information and data in our agency
- improve automation of our processes
- improve integration between our systems.

We aim to complement this strategy with an Information and Data Strategy and Security Strategy, thereby creating a clear vision and plan for enhancing related governance, systems, skills and processes to continuously improve and establish better practice ways of working.

WORKFORCE CAPABILITY

We are required to develop and maintain capability across complex and wide-ranging areas to meet our Purpose. In 2022–23, we will continue to focus on enhancing existing capabilities, acquire skills where we have gaps and assess what the future of our organisation might look like.

Our new enterprise agreement will set the scene for the existing workforce and position us as an employer of choice. Through the enterprise agreement and associated policies, we aim to:

- ensure all people are treated with respect and dignity regardless of sex, sexuality, disability, age, race, ethnicity, religion, culture or other arbitrary features
- create and foster equality through a supportive and understanding environment for all individuals to realise their potential
- build an agile workforce that is more creative and open to change
- increase its ability to recruit and retain high performing staff, including through training, secondment, project management and mentoring opportunities

- improve productivity and performance
- increase the organisation's competitiveness and growth
- enhance its reputation with athletes, sports and in the broader community.





OUR RISK MANAGEMENT AND OVERSIGHT

We operate in a complex and changing environment requiring flexibility and adaptability to succeed. Noting the possibility of emerging and unidentified risks, we've identified the following key strategic and/or enterprise risk themes for the 2022–23 financial year:

- Workforce planning (i.e. staff recruitment and retention due to government funding cliffs and role classifications)
- Stakeholder engagement (i.e. to effectively leverage the National Integrity Framework)
- Capacity building across the sporting sector (i.e. integrity managers embedded in sports)
- Digital transformation
- Financial sustainability
- Environmental impacts (e.g. pandemic)
- Cyber security.

We cannot eliminate risks from our operations; we must engage with and respond to risk in a way that is proportionate to the circumstances. As part of our focus on continuous improvement, we are also taking steps to embed a risk culture that recognises the opportunities presented through a healthy risk appetite and tolerance and increased familiarity with risk processes.

Our level of risk management capability is aligned with the requirements of section 16 of the PGPA Act and is founded on principles set out in ISO 31000 Risk Management – Principles

and Guidelines and the Commonwealth Risk Management Policy. Our risk management and fraud control processes are governed by the Risk Management and Fraud Control Framework, which includes:

- fraud control processes
- internal audit function
- business continuity processes
- corporate planning
- financial management.

The Risk Management and Fraud Control Framework embeds risk management in all our operational and corporate activities. We do not view risk management as a stand-alone process. It is entrenched in our business planning and resource processes and is closely aligned with a range of other business processes we undertake (for example, assurance activities).

We encourage our staff to engage with and make risk-based decisions. Acceptance of risk is often necessary to foster innovation and efficiencies within business practices. We expect all our employees to pursue objectives in such a manner to address risk appropriately and proportionately while leveraging opportunities presented through well-developed risk processes.

Our risk management program helps us to proactively manage our risks, reduce our exposure to financial and reputational harm and optimise our use of resources.



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