



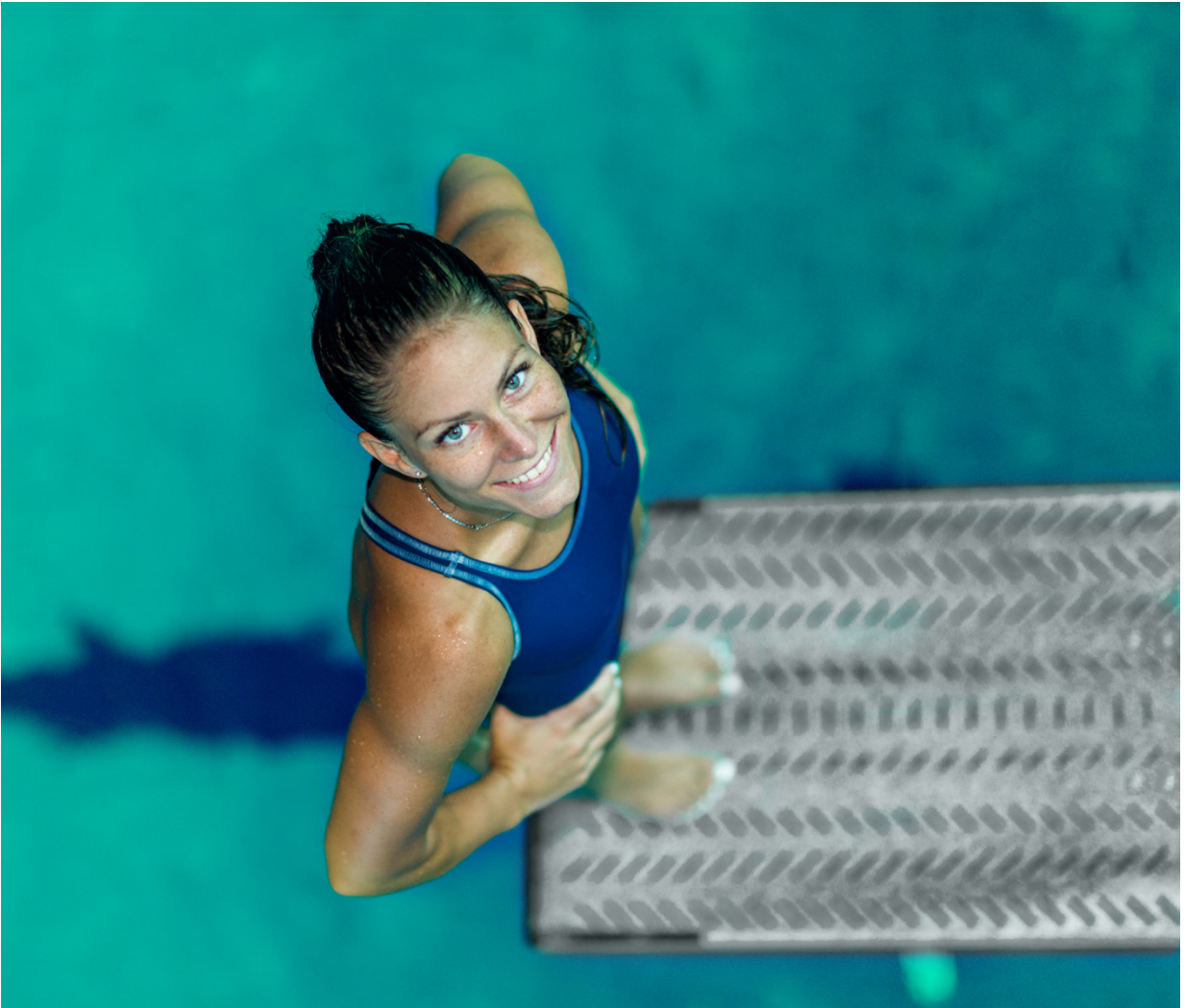
Australian Government
Sport Integrity Australia



SPORT INTEGRITY
AUSTRALIA

CORPORATE PLAN

2024–2028



ACKNOWLEDGMENT OF COUNTRY

In the spirit of reconciliation, we acknowledge the Traditional Custodians of Country throughout Australia and their connections to land, sea, rivers 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.



Artwork by Chern'ee Sutton

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STATEMENT OF PREPARATION

I, David Sharpe, as the accountable authority of Sport Integrity Australia, present the Sport Integrity Australia 2024–25 Corporate Plan, which covers the period 2024–28, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.



MESSAGE FROM THE CEO

Sport Integrity Australia continues to drive change to ensure a safe Australian sporting culture for all.

As Australia's national sport integrity agency, we are committed to preventing and addressing threats facing sports at all levels in Australia.

We continue to focus on protecting sport through education, awareness and prevention, helping to foster a sporting environment that is safe and fair for all.

Working closely with sports we help build integrity capabilities and responses, from those with no designated sports integrity resources, to those with established integrity units, and everyone in between. We will continue to provide support through our National Integrity Managers Program, as more sports commit to implementing the National Integrity Framework in their sport, showing they are committed to protecting the integrity of sport, as we are.

We value and will continue to work collaboratively with our partners across sport, law enforcement, intelligence, safeguarding and regulatory agencies at all levels to ensure we are ahead of the game. While no single existing entity holds all the answers to effectively address integrity threats by itself, we lead the way in coordinating a national response.

The establishment of the Law Enforcement Partnership Program aims to maximise opportunities to share information to prevent and respond to integrity threats.

We remain committed to the belief that sport should be a safe environment for all participants. This extends to ensuring people in sport are treated with respect, dignity and are protected from bullying, discrimination, harassment or physical abuse and child sexual abuse.

“

While no single existing entity holds all the answers to effectively address integrity threats by itself, we lead the way in coordinating a national response.

”

We have zero tolerance for these types of threats in sport which is why we are developing a new Culture and Safety Program. The Program aims to expand the agency's capability to address these threats and provide a system that supports wide-reaching cultural change within sport.

The agency will continue to address inclusivity with the introduction of programs to support change in this space such as the Empowering Women and Girls in Sport Integrity Program.

Through the Program, we aim to ensure a proactive and coordinated approach to prevent and respond to integrity threats to women and girls across all levels of sport in Australia, so that women and girls can enter, stay and thrive in sport.

While the sports integrity landscape is changing for the better, there is still a way to go. Despite all the work and awareness, we still see abuse, racism, homophobia, match-fixing and illicit drug use dominate the headlines.

Our work will never be done but I know the agency's work is leading the way to making positive changes to achieve an environment where all athletes at all levels feel safe, included and supported.



David Sharpe APM OAM
Chief Executive Officer



OUR PURPOSE, VISION AND KEY ACTIVITIES

OUR PURPOSE / PORTFOLIO BUDGET STATEMENT OUTCOME STATEMENT

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.



KEY ACTIVITIES

We achieve our purpose through 3 key activities.



Key activity 1: Promote positive conduct in Australian sport

We play a vital role in educating the community on how to keep sport safe and fair at all levels. This vision cannot be achieved alone and takes ongoing engagement with sports and our stakeholders to ensure participants at all levels, from grassroots to elite, behave in a positive way that supports this cause.

To support our vision, we deliver a range of policies and programs designed to prevent sport integrity threats and encourage positive behaviours in sport. This includes administering a suite of contemporary and nationally consistent policies that set out behavioural expectations of participants at all levels of sport, and support and education services to promote and foster positive behaviours amongst all participants.

Through collaboration and engagement with our sport sector stakeholders, we are committed to delivering best practice prevention and education campaigns and initiatives.

We provide education resources about sport integrity in various formats for all levels of athletes, their parents, coaches and support personnel. Through education, we:

- ensure athletes and support personnel are aware of their rights and responsibilities when it comes to safe and fair sport
- empower the sporting community to speak up and report concerns
- instil positive behaviours in sport by providing tools, resources and information to enable the sporting community to be compliant with integrity policies
- prevent poor behaviour by building strong sporting cultures which value integrity.

In addition to our education program, our website and social media platforms provide targeted education on threats tailored to a range of audiences with the intent of enhancing the knowledge and capability of all stakeholders.

Key activity 2: Address threats to the integrity of Australian sport

As Australia's National Anti-Doping Organisation we 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 and innovative anti-doping program encompassing testing, intelligence and investigations, engagement and education. We collaborate with our partners and the sporting community to conduct deterrence, detection, disruption and enforcement activities. Our anti-doping program is consistent with international requirements and Australian legislation. We prioritise continuous improvement in the way we deliver the program to keep athletes safe, introducing new processes and capabilities and finding creative ways to engage with and educate athletes. We will continue to support the athlete voice and educate the Australian sporting community.

We work with governments, sports, regulators, wagering service providers and law enforcement agencies to combat illegal activities such as competition manipulation (also known as match-fixing). The Council of Europe Convention on the Manipulation of Sports Competitions (Macolin Convention) was signed by the Australian Government on 1 February 2019, which is the only multilateral treaty specifically aimed at combatting match-fixing and other related corruption in sport. 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, competition manipulation and related corruption of Australian sport and sports competitions. Membership in the Macolin community will enable Australia to continue and grow formal ongoing access to international counterparts and fora engaged in protecting global sport from corruption. The drafting and enactment of sport integrity related criminal offences will be a key tool in providing a more secure sport environment to address criminal integrity threats.

To protect the integrity of sport and ensure Australian sporting competitions are more resistant to evolving manipulation tactics, the Australian Sports Wagering Scheme (ASWS) is being developed. The ASWS is intended 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. We 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.

We administer the National Integrity Framework which is a set of policies all members of sport need to follow when it comes to their behaviour and conduct in

sport. The Framework was designed in consultation with sports, subject matter experts and a range of government and relevant organisations to keep sport safe and fair. There are 5 core policies which make up the National Integrity Framework. These are:

- Safeguarding Children and Young People Policy
- Member Protection Policy
- Improper Use of Drugs and Medicines Policy
- Competition Manipulation and Sport Gambling Policy
- Complaints, Disputes & Discipline Policy.

We manage an independent and impartial complaints process on behalf of sports that adopt the National Integrity Framework for matters relating to safeguarding children and young people, and discrimination based on protected characteristics. This includes leveraging preventative strategies such as education to address and change behaviour, or investigating high risk behaviour and making a finding on whether an integrity policy breach has occurred. We provide the necessary resources and expertise to support sporting organisations to manage integrity complaints that fall within their jurisdiction and liaise with sporting organisations to refine processes and policy to ensure matters are consistently, efficiently and effectively resolved.

We also fund the National Integrity Manager program via the National Integrity Capability Enhancement grant program which awards funds to eligible sports to support the implementation and work of National Integrity Managers to enhance the integrity capabilities of sports that have adopted the National Integrity Framework.

Key activity 3: Protect the health and welfare of participants in Australian sport

All participants 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 in some states and territories, sporting organisations will have a legislative obligation to embed safeguarding practices to assist sports in building their capability in creating a safe sporting environment.

We work with National Sporting Organisations (NSOs) and National Sporting Organisations for People with Disability (NSODs) to implement the Safeguarding in Sport Continuous Improvement Program (the Program). The Program is an assessment of the sports current policies, processes and practices against the National Child Safe Principles framework and demonstrates the maturing of integrity capabilities of sports across the sector. Once the assessment is completed, the sport is provided with a strengths-based summary report and action plan that looks to build on existing practices within the sport and provide ongoing support, education and resources so sports can keep their children and participants safe. The Program aims to create genuine cultural change at all levels of sport by embedding best practice for NSOs and NSODs, state/territory sporting organisations and community affiliated bodies. The Program supports the approach 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.

In strengthening our commitment to protect the integrity of sport, we provide a confidential reporting capability which enables athletes, administrators and others from across all sports to confidentially raise concerns relating to sports integrity issues. We provide the avenues for listening to and managing confidential disclosures, providing advice, supporting and protecting people who choose to report. We also provide access to free counselling for anyone involved in the complaints process or anti-doping rule violations.

To address integrity threats to sport in Australia, it is critical we establish a central information gathering, analysis, dissemination and coordination capability. Through our Law Enforcement Partnership Program, we coordinate elements of information sharing relating to sports integrity. The National Strategy for Information Sharing enables us to share information with law enforcement agencies and, where appropriate, receive information in return. For instance, we act as the national platform under the Macolin Convention, and are well advanced in co-ordinating the drafting of amendments to the criminal code to enact sport integrity offences in Australia.



OPERATING CONTEXT

OUR ROLE

We were established to prevent and address threats to sports integrity and to coordinate a national approach to matters relating to sports integrity in Australia with a view to:

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

We coordinate elements of the national sports integrity threat response 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.

Our responsibilities include being Australia's National Anti-Doping Organisation, providing a comprehensive anti-doping program for the Australian sporting community and administering the National Integrity Framework which is a set of policies all members of sports need to follow when it comes to their behaviour and conduct in sport.

To protect the health of athletes and the integrity of Australian sport, we have 3 primary areas of focus:

- regulation
- monitoring, intelligence and investigations
- policy and program delivery (including engagement, education, outreach and development).

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

Culture and safety – protecting sport for all Australians

The Culture and Safety Team are working toward a nationally coordinated response to the integrity threats to Aboriginal and Torres Strait Islander people, those from culturally and linguistically diverse (CALD) backgrounds, people with a disability, LGBTI+ people, and women and girls across all levels of sport in Australia through a new Culture and Safety Program. The Program will enhance the current integrity system by expanding the agency's capability to address the threats of racism, discrimination, bullying, harassment, and abuse; provide a system that supports wide reaching cultural change within sport; and will ensure all those involved in Australian sport feel safe, respected and culturally included.

The vision:

- embed a working cultural framework within the agency to inform policies, programs and services so they are culturally sensitive and appropriate
- articulate and address the integrity threats creating barriers for diverse groups to participate in sport at all levels
- collaboratively drive cultural change across the sport ecosystem to address workforce and leadership pathways for First Nations people
- promote diversity in leadership and greater awareness of integrity rights and responsibilities for sports leaders
- strengthen integrity frameworks, including reporting, investigation and wellbeing support for diverse groups
- drive research and data collection in partnership across the sector to understand changes and report on progress
- listen to the voices of people from First Nations and diverse backgrounds to inform and shape our work
- establish a Culture and Safety Advisory Council with diverse backgrounds to guide and advise on the agency's strategy and initiative
 - membership for the Council will include those from various diverse groups including Aboriginal and Torres Strait Islander peoples, CALD backgrounds, people with a disability, LGBTI+ people, and genders
 - the Council will provide a voice for people from First Nations and diverse backgrounds with lived experience, to inform and shape the program and activities.

Our Culture and Safety advisor, Patrick Johnson, will continue to work closely with staff and external stakeholders to learn what is working well, where we can do better and provide advice and oversight of the initiatives conducted by the Safety in Sport division.

Several new initiatives, which have already commenced to embed safe practices within the agency and sport more generally, include but are not limited to:

- engaging with traditional owners
- placing greater emphasis on embedding cultural diversity across our activities
- engaging with external stakeholders to advise on culture and safety practices.

To measure and be accountable for this work, we intend to embed a cultural framework into our agency.

Leading up to Brisbane 2032, we want to ensure all Australians are part of the Olympic and Paralympic Games and the sporting landscape. We will call out racism and inequality to create a culturally safe space around diversity and inclusion.



Empowering Women and Girls in Sport Integrity Program

With the rise of women's sport and increased participation and investment, it is critical that the integrity environment is strengthened so that women and girls can enter, stay and thrive in sport.

This year we welcomed the Australian Government's funding investment of \$36.3 million to strengthen efforts to tackle abuse, bullying, discrimination and sexual misconduct in sport.

The funding package announced by the Minister for Sport, the Hon Anika Wells MP on 8 January 2024 will not only enhance current capabilities but also enable the delivery of new initiatives to help protect sport into the future.

One of the new initiatives is the Empowering Women and Girls in Sport Integrity Program, led by Dr Sarah Benson, Deputy CEO – Safety in Sport, aimed at ensuring a proactive and coordinated approach to prevent and respond to integrity threats to women and girls across all levels of sport in Australia.

There is growing concern around integrity threats to women and girls such as online abuse, discrimination, child safeguarding, competition manipulation and anti-doping which can cause serious long-term harm, negatively impact equal participation and limit the numerous benefits that sport can provide.

The Program draws on our responsibilities to prevent and address threats to sport integrity, and to coordinate a national approach to matters relating to sport integrity in Australia.

We acknowledge the important work already underway across government, sport, industry and the community to expand opportunities for women and girls.

We will continue to work with key partners in this space including the Australian Sports Commission, the Office for Sport, the National Sports Tribunal, the Office for Women and the eSafety Commissioner, to ensure integrity issues impacting women and girls in sport are embedded into existing initiatives and identify new areas for collaboration to protect women and girls in sport.

Internally, we will continue working alongside our Culture and Safety Program to ensure the agency upholds and delivers core diversity and inclusion values.

Through the Safety in Sport Division, announced by Minister Wells in September 2022, we are well placed to provide a leading role in protecting the safety of sporting participants in Australia, providing a nationally coordinated and holistic response to the integrity threats to women and girls across all levels of sport in Australia.

The 2032 Brisbane Olympic and Paralympic Games is just around the corner and we can play a leading role in its legacy. It's about starting now to influence today's young people so they understand that abuse, bullying, harassment, sexual misconduct, discrimination, cheating, victimisation and vilification are not acceptable.

The Empowering Women and Girls in Sport Integrity Program has 4 key draft initiatives that have been shaped through consultations to date:

Supporting women in leadership

1

In collaboration with key partners, we will seek to enhance behaviours from Board to community, with the aim to remove the integrity threats that create barriers for women entering and remaining in roles of leadership.

Empowering through education

2

We will strengthen our integrity frameworks, including the 1800 Safe Sport Hotline and education, to detect and prevent integrity threats that create barriers for women and girls.

Influencing in partnership

3

We will partner with women and girls' initiatives across government, sport, industry and community to address threats to sport integrity.

Understanding and strengthening the integrity environment

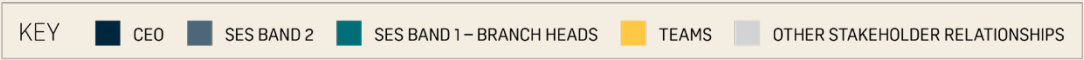
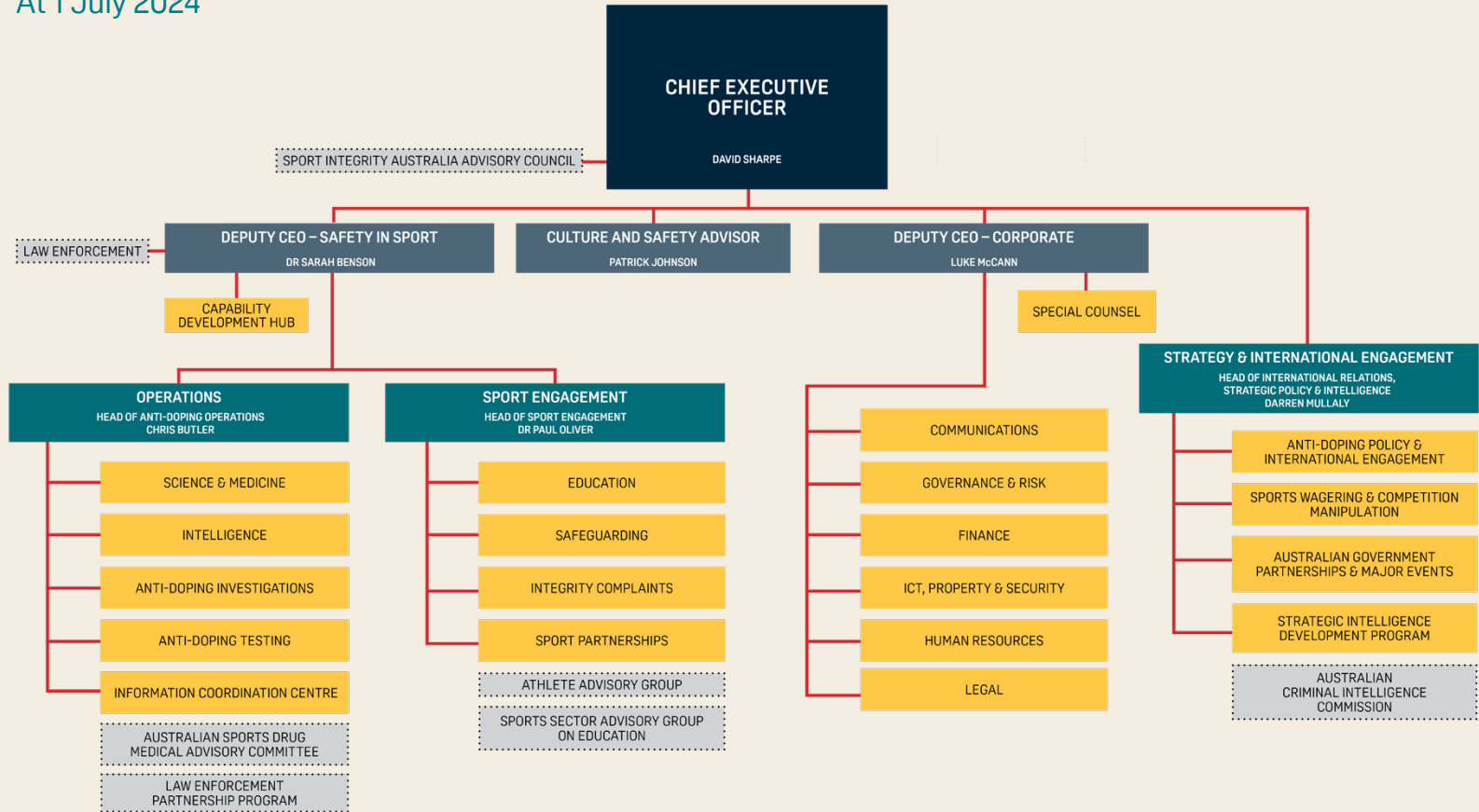
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We will identify research priorities and partner in research to inform future policy, procedures and education to proactively strengthen the sports integrity environment.



OUR ORGANISATIONAL STRUCTURE

At 1 July 2024



OUR ENVIRONMENT

The context in which we operate is diverse, challenging and global. The global anti-doping framework overseen by the World Anti-Doping Agency (WADA) is mature, well connected and effective. However, internationally there are few all-encompassing sport integrity agencies like ours charged with coordinating the national approach to addressing the manipulation of sporting competitions, and keeping sporting environments clean, fair, safe and welcoming, though more countries are following our lead.

We will evolve our capability and capacity to enable us to execute our full remit. Several factors affect the work we perform, including:

- available resources
- the progress of legislative reforms to enable a national approach to competition manipulation
- advancement of the Australian Sports Wagering Scheme
- proactive intelligence sharing domestically and internationally to identify new and emerging threats
- legislative powers.

As the agency's profile grows, so will the public's expectations on what we can deliver. This is likely to include management of several emerging trends in sport irrespective of their alignment to our remit or our legislative powers. Tempering expectations against the current demand for services and support allows us to prioritise business objectives now while keeping an eye on the future. This is supported through our strong existing relationships with the Minister's Office and key stakeholders.

We continue to learn about the sport integrity environment both through our work within Australia and increased focus internationally. This environment is rapidly evolving through the increased global interest in child safeguarding and 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.

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, law enforcement bodies, governments and international partners. The insights gained from a strong and focused engagement program critically inform our strategies across all areas of our operations.

We work closely with all NSOs and NSODs 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. Through the National Integrity Framework, we can investigate certain types of complaints on behalf of sports where the allegations align with Australia's key international human rights obligations. This means we can manage and investigate complaints under the Safeguarding Children and Young People Policy or complaints that allege discrimination under the Member Protection Policy based on protected characteristics such as race or nationality, disability, sex, age, sexual orientation and religion. We provide general policy advice and support to sports for complaints that fall out of the above scope to assist sporting organisations in managing these matters. We have also developed a complaints categorisation model and investigations toolkit with templates and guidance to assist sports when conducting investigations into allegations relating to matters outside of our scope.

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, the eSafety Commissioner, human rights agencies, and the health sector. We refer integrity matters reported to us to these other agencies as required who can take relative, or in some cases, complementary action under their own jurisdiction to achieve positive outcomes. This includes passing integrity information reported to us to police agencies who may commence a criminal process.

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.

Our staff and other Australian experts are representatives on a variety of international committees and working groups, including forums on both anti-doping and match-fixing. These memberships provide us with great oversight and opportunities to have meaningful impact. Some memberships are formal appointments for a fixed term, whereas others are based on a willingness to participate in a working group or informal collaborative group.

These relationships include:

- WADA
- Group of Public Authorities on WADA decision-making bodies (OneVoice)
- 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)
- European Union Agency for Law Enforcement Cooperation (Europol)
- International Criminal Police Organization (INTERPOL)
- the Council of Europe
- other international counterpart anti-doping and integrity agencies.

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:

- our CEO in relation to the CEO's functions or the agency's functions
- 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



OUR CAPABILITIES

Through our people, processes and technology, we ensure we have the capability to undertake our key activities and deliver on our purpose.

Workplace culture and capability

We have more than 350 employees located nationwide. Our diverse and talented workforce includes staff responsible for anti-doping testing and investigations programs, sports engagement, safeguarding and sports wagering, alongside corporate and management roles.

Supporting our anti-doping testing and education programs is a passionate and dedicated casual workforce that undertakes much of our front facing outreach and engagement with athletes and members of the public.

We successfully negotiated 2 new Enterprise Agreements in early 2024 and look to grow our value proposition as an employer of choice in an increasingly competitive market for talent. We are committed to attracting, building and retaining a diverse workforce that reflects the community we serve and ensures our agency is highly capable, inclusive and future-ready. We have committed to utilising recruitment diversity measures such as identified positions where feasible.

We will continue to focus on both the physical and psychosocial wellbeing of our workers, and that of the members of the public with whom we interact through significant work targeted to modernise our policies, procedures, systems and frameworks. We will also expand the cultural leadership capabilities of our workforce to implement practices and behaviours that support diversity, equity, inclusion and belonging.

We will focus on ensuring workforce capability aligns with organisational needs, including the regular assessment and forecasting of requirements to ensure we have the right development opportunities to meet our objectives. Work continues to ensure we maintain the right balance of skills for us to operate in our current state, as well as future-proofing the workforce by developing specialist technical skills. We will have a significant focus on increasing the technical and specialist capability of our operational staff in addition to embracing continuous, modern workplace learning practices.

A significant body of work to define and increase leadership capability will assist us in navigating the ever-changing landscape impacting sports and in preparation for the 2032 Brisbane Olympics/Paralympics.

Across 2023–24, significant work was undertaken to decrease the agency reliance on outsourcing providers, with the cost of using these providers reducing to \$1.5 million (2022–23 \$3.1 million). In 2024–25, we will reduce outsourcing of core

work in line with the Australian Public Service Strategic Commissioning Framework. Our targets for 2024–25 focus on further reducing our reliance on labour hire resources to an expected cost of \$1.4 million with a targeted reduction of outsourcing of work in our Corporate Division.

Funding

On 1 January 2024, we received \$36.3 million over 5 years, with ongoing funding of \$8.0 million per annum from 2027–28, to expand our capability to address the threats of bullying, harassment, racism, discrimination, violence and sexual misconduct and provide a system that supports wide reaching cultural change within sport.

Additionally, as announced at the Budget in May 2024, we will receive \$38.2 million over 2 years from 1 July 2024 to support the continuation of our existing programs, enabling us to deliver critical functions which underpin our anti-doping and integrity remit across all levels of Australian sport.

The funding package will enhance our capabilities and enable the delivery of new initiatives, including:

- the development of the Empowering Women and Girls in Sport Integrity Program which will have a primary focus on safety and integrity issues facing women and girls
- a new First Nations skills program to deal with disparities in participation and administration
- establishing an Advisory Committee to support our Culture and Safety Advisor to address racism in sport
- enhancing the Safe Sport Hotline and triage referral and reporting service
- the provision of wellbeing and psychological services for staff, athletes, and support personnel
- an enhancement of our existing education services to be gender and culturally sensitive
- a commitment to the ratification of the Macolin Convention and the establishment of National Sport Integrity Offences.

In addition to the above, we receive ongoing base funding for our anti-doping program, administered funding for the Sport Integrity Program to support high-priority sports integrity projects, and we generate revenue from sample collection services provided to sports.

We need to continue to invest in cutting-edge capabilities to stay ahead of highly sophisticated and evolving threats at a time of heightened public expectation and external scrutiny. We seek to continue to build our reputation as a world leader.

Enhancing our capabilities, particularly with intelligence, investigations and forensic tools, will ensure Australian sport and major events hosted in our country remain fair for all. Funding the Australian Sports Drug Testing Laboratory is a key enabler to hosting the 2032 Olympics and Paralympics.

We continue to monitor, react and plan against ever evolving issues and threats such as concussion, esports, match-fixing, online abuse, sportswashing and sophisticated doping methodologies. Increased investment in our capabilities, technologies and research is required to stay ahead of evolving threats, and sustainable funding ensures we can continue to deliver our core business in line with best practice and expanded expectations.

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.

Our Digital Strategy gives us clear goals defined as enterprise-wide business priorities and a method to determine progress. We plan to harness the power of data to shape our future, deliver on our priorities, respond to emerging issues, and most importantly, to deliver even better experiences and services for our stakeholders. Our exchange email environment is undergoing a full upgrade that will both improve and simplify the environment.

Our Security Strategy positions us to meet evolving security threats. Our vision is a trusted, more secure online collaboration capability as well as strong security capabilities internally. Our belief is that effective and efficient security is achieved through a structured and organised approach to security related activities and measures. Our cyber security is underpinned by a clear set of security principles and plans that map our way forward.

Over the next 12 months, our activities aim to:

- improve our artificial intelligence knowledge and capabilities around data analysis
- upgrade hardware and migrate systems into Azure and identify a replacement for our storage
- improve the handling, storage and retrieval of information and data in our agency
- improve automation of our processes
- improve integration between our systems.

We are committed to a strong cyber security posture and are constantly improving our rating against the annual Protective Security Policy Framework assessment. We are also continuously improving our Essential Eight mitigation in line with Whole-of-Government requirements.

RISK MANAGEMENT AND OVERSIGHT

Our Accountable Authority Instructions and Risk Management Framework provide structure and guidance enabling staff to proactively engage with identifying, managing and sharing risks in line with our risk appetite, tolerance, governance and accountability arrangements. Our Risk Management Framework includes our Risk Management Policy which has been developed in accordance with the *Public Governance, Performance and Accountability Act 2013* and the Commonwealth Risk Management Policy. We aim to appropriately manage all risks to protect the interests of our agency, assist in decision-making and minimise disruption to critical business functions.

Our Chief Executive Officer (CEO) has overarching responsibility for overseeing our enterprise risk management arrangements, supported by our Chief Risk Officer and Risk Management Committee. All staff have a role in managing risks as part of their day-to-day activities.

Consistent with subsection 17(2) of the Public Governance, Performance and Accountability Rule 2014, the Audit and Risk Committee (ARC) review and provide written advice to the CEO on the appropriateness of our system of risk management and oversight. Reporting of current risks is a standing agenda item at each ARC meeting.

Our internal audit provider assists in facilitating the integration of risk management into day-to-day business activities, including identifying risks and developing risk mitigation and monitoring strategies and assessing the effectiveness of risk management and reporting.

Within the ever-evolving risk landscape, we recognise it is critical to our ongoing success to proactively review, consider, identify and engage with significant current and emerging risks.

In 2023–24, we undertook a project to review our enterprise risk register, refine our risk events, update our appetite and tolerance statements and review our controls and the effectiveness of controls. The intent of the project was to further embed risk management practices into the agency and make risk easier for all staff to engage with while assisting them in understanding the risk context in which we operate. Our new enterprise risks align to 6 themes which underpin our operations. See Table 1 for our revised enterprise risk themes, risks and mitigation strategies.

Table 1: Our risk environment

ENTERPRISE RISK THEMES	ENTERPRISE RISKS	KEY MITIGATION STRATEGIES
Trusted agency	<p>Government and Ministers lose trust in the agency</p> <hr/> <p>Stakeholders, partners and the community lose trust in the agency</p>	<ul style="list-style-type: none"> • Develop strong working relationships with Government, Ministers, partners and stakeholders
Regulation and legal	<p>We are unable to deliver and/or comply with our regulatory functions or legislative requirements</p>	<ul style="list-style-type: none"> • Implement a better practice approach to delivering and complying with our regulatory functions
Operational	<p>We fail to deliver operational outcomes that contribute to integrity in sport and athlete wellbeing</p> <hr/> <p>We fail to deliver high quality service delivery outcomes</p>	<ul style="list-style-type: none"> • Work with our external partners and ensure we have appropriate processes, systems and people to deliver on our remit • Establish strong project delivery management and oversight practices with agile escalation of risks and opportunities
People	<p>Inability to manage the capability and capacity of the agency's workforce in order to achieve Government priorities</p> <hr/> <p>Inability to maintain the safety and wellbeing of our own people, in order to achieve Government priorities</p>	<ul style="list-style-type: none"> • Uphold our duty of care for our staff • Ensure engagement and performance of staff • Attract, recruit and retain the right workforce to deliver business outcomes • Build capacity through targeted learning and development programs • Proactive investment in industry leading health, safety and wellbeing activities
Information technology and data	<p>We fail to deliver ICT service continuity and fail to ensure sensitive data is collected, managed and shared appropriately</p>	<ul style="list-style-type: none"> • Ensure the security of our information and personal data • Have stable ICT systems to properly maintain and manage information of stakeholders and staff • Ensure new and innovative ways to deliver and support programs and projects
Financial/ fraud and corruption	<p>Ineffective management of financial resources to ensure compliance, prevention of potential fraud and corruption and the delivery of Government priorities</p>	<ul style="list-style-type: none"> • Have accountability for public money • Manage finances in line with budgets at all levels • Enable staff to effectively manage financial resources



OUR PERFORMANCE

OVERVIEW

The Commonwealth Performance Framework is established by the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and requires entities to demonstrate how public resources have been applied to achieve their purposes. It outlines the obligations of accountable authorities to prepare corporate plans, with section 16E of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) prescribing the requirements for corporate plans and performance information published by entities.

Our role is articulated in our enabling legislation and forms the foundation for our Performance Reporting Framework. Our legislated remit is aimed at:

- a. achieving fair and honest sporting performances and outcomes
 - aligns with key activity 2 and performance measures 2 and 3
- b. promoting positive conduct by athletes, administrators, officials, supporters and other stakeholders, on and off the sporting arena
 - aligns with key activity 1 and performance measure 1
- c. achieving a safe, fair and inclusive sporting environment at all levels
 - aligns with key activity 3 and performance measure 4
- d. enhancing the reputation and standing of sporting contests and of sport overall
 - an outcome of achieving all our key activities and performance measures.

Our Performance Reporting Framework (see page 29) aligns with the Commonwealth Performance Framework. It measures our intended results and how our performance in achieving our purpose will be measured and assessed. Our budget and performance are managed through the Portfolio Budget Statement (PBS) process in collaboration with the Department of Health and Aged Care. Our outcome statement/purpose, key activities, performance measures and planned performance results are set out in the PBS and further described in our Corporate Plan.

In accordance with section 16EA(a) of the PGPA Rule, performance measures must relate directly to one or more of our purposes or key activities. Our 3 key activities align with our PBS outcome and program statements and are representative of the significant areas of work contributing to protecting the integrity of sport and the health and welfare of those who participate in Australian sport.

Our 4 performance measures and 6 planned performance results directly link to our 3 key activities to ensure transparency, accountability and clearly demonstrate how achieving our performance measures leads to achieving our key activities which leads to achieving our purpose. Our Performance Reporting Framework maps each performance measure to the related key activity (see next page).

Planned performance results include a mixture of qualitative and quantitative output and effectiveness/proxy effectiveness measures to provide a picture of our impact. While data is not currently available to support inclusion of efficiency/proxy efficiency planned performance results in 2024–25, we are committed to reviewing and testing data as it becomes available and trialling methodologies to support measures of efficiency in forward years.

Our Annual Performance Statement, included in the Annual Report, reports on the achievement of our performance measures and planned performance results and provides narrative and analysis relating to our performance.

Regulator performance reporting requirements

As Australia's national anti-doping regulator, we are responsible for implementing an effective program consistent with international requirements and Australian legislation. Our role and functions are set out in the *Sport Integrity Australia Act 2020*, the Sport Integrity Australia Regulations 2020 and the National Anti-Doping (NAD) Scheme.

We are committed to meeting the Australian Government's expectations for Commonwealth regulator performance as outlined in the Regulator Performance Resource Management Guide (RMG 128). The Guide sets out expectations for regulator performance and reporting, underpinned by the following 3 principles of regulator best practice:

- 1. Continuous improvement and building trust:** regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia's regulatory settings.
- 2. Risk-based and data-driven:** regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden, and leveraging data and digital technology to support those they regulate to comply and grow.
- 3. Collaboration and engagement:** regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

Our performance information aligns with one or more of the best practice principles.

Our regulatory context is informed by the Ministerial Statement of Expectations and our responding Regulator Statement of Intent which is available on our [website](#).

Our performance reporting framework

LEGISLATION

Sport Integrity Australia's enabling legislation is the *Sport Integrity Australia Act 2020*.

PORTFOLIO BUDGET STATEMENTS

CORPORATE PLAN

Outcome 1 / Purpose

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

Program 1.1: Sport Integrity

Promote community confidence in sport by preventing and addressing threats to sports integrity and the health and welfare of those who participate in sport through the coordination of a national approach to matters relating to sports integrity in Australia

Operating Context

- environment
- capabilities
- risk management and oversight
- cooperation

Regulator Performance

- Regulatory best practices principles
- Statement of Expectations
- Statement of Intent

Our Role

Sport Integrity Australia was established to prevent and address threats to sports integrity and to coordinate a national approach to matters relating to sports integrity in Australia with a view to:

- 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.

KEY ACTIVITIES

- Promote positive conduct in Australian sport
- Address threats to the integrity of Australian sport
- Protect the health and welfare of participants in Australian sport

PERFORMANCE MEASURES

- Australians involved in sport understand, model and promote positive behaviours
- Sporting activities in Australia are fair and honest
- Integrity threats in Australian sport are addressed
- A safe environment for all participants in sport

ANNUAL REPORT

Annual Performance Statement

Report against the performance criteria listed in the Portfolio Budget Statement and Corporate Plan

Assessment of performance

Where performance measures comprise more than one planned performance result, each will be assessed individually. Where planned performance results have an a) and b) component, these will also be assessed individually based on the appropriate assessment methodology below to determine an overall result.

Qualitative planned performance results will be assessed based on the individual components required to achieve the target. These components are documented in the respective planned performance result audit trail. Our overall achievement of these components will result in a rating of met, substantially met or not met.

Quantitative planned performance results will be assessed using the following percentage thresholds:

- **Met:** $\geq 98\%$ achieved
- **Substantially met:** 75–97.9% achieved
- **Partially met:** 50–74.9% achieved
- **Not met:** $< 50\%$ achieved

We will make an objective assessment of the overall result of each performance measure based on the majority result of each individually scored planned performance result at the end of the reporting period.



Performance measures

KEY ACTIVITY 1: Promote positive conduct in Australian sport

Performance measure 1: Australians involved in sport understand, model, and promote positive behaviours

Planned performance result 1.1

2024–25

Deliver the positive behaviours in sport survey and establish baselines for survey data.

2025–28

To be determined once baseline established from positive behaviours in sport survey.

Discussion

In 2024–25, a measurement baseline will be established enabling measurement of effectiveness in achieving the planned performance result and performance measure in forward years. Baseline survey data will be collected from participants and coaches in 2024–25 as these cohorts represent the largest number of survey participants and carry the greatest risk profile for the measured behaviours. Inclusion of additional audiences will be assessed in future years.

Rationale

This is a composite performance measure comprising 2 planned performance results (1.1 and 1.2). Each planned performance result is weighted equally when determining the overall achievement of the performance measure.

Forward years' planned performance results will report statistical change that correlates with an increase in understanding and demonstrated positive behaviours by surveyed individuals involved in sport across core sport integrity themes, including doping, improper use of drugs and medicine, child safeguarding, member protection and competition manipulation.

Achievement of this planned performance result will enable us to evaluate our current practices and make more data informed operational and strategic decisions.

Data/information source and methodology

An external research provider has been engaged to assist us in delivering the online survey and analysing baseline data received through the survey.

Measure type

Proxy effectiveness/qualitative and quantitative.

Regulator performance principle(s)

Principle 1: continuous improvement and building trust.

Principle 3: collaboration and engagement.

KEY ACTIVITY 1: Promote positive conduct in Australian sport

Performance measure 1: Australians involved in sport understand, model, and promote positive behaviours

Planned performance result 1.2

2024–25	2025–26	2026–27	2027–28
95,000 education program completions ¹ .	104,000 education program completions ² .	113,000 education program completions ³ .	122,000 education program completions ⁴ .

Discussion

Our education program is aimed at protecting athletes, preventing doping and maintaining the integrity of Australian sport, by educating people about the benefits of keeping sport clean. We provide education resources about sport integrity for all levels of athletes, their parents, coaches and support personnel.

Implementation of the behaviours in sport survey from planned performance result 1.1 may enable future review of this planned performance result with a view to measuring overall effectiveness of the education program i.e. whether behaviours improve as a result of our education courses.

Changes to this planned performance result

Education program completions as published in the 2024–25 Health and Aged Care Portfolio Budget Statements were recorded as online course completions and face-to-face attendance. This planned performance result now also includes attendance recorded at public webinars. The term 'face-to-face' has also changed to 'education sessions' to more accurately reflect the different delivery methods available for these sessions. Education sessions are tailored to the audience and can be delivered in person or online.

Rationale

This is a composite performance measure comprising 2 planned performance results (1.1 and 1.2). Each planned performance result is weighted equally when determining the overall achievement of the performance measure.

This planned performance result provides insight into the reach of our education program and helps to provide an overall picture of achievement against the performance measure.

Data/information source and methodology

Number of online course completions collected via our learning management system and number of attendees at education sessions and public webinars.

Measure type

Output/quantitative.

Regulator performance principle(s)

Principle 1: continuous improvement and building trust.

1 Includes online completions and attendance at education sessions and public webinars.

2 Ibid.

3 Ibid.

4 Ibid.

KEY ACTIVITY 2: Address threats to the integrity of Australian sport

Performance measure 2: Sporting activities in Australia are fair and honest

Planned performance result 2.1

2024–25

2025–28

- | | |
|--|-----------------|
| a) 100% of Australian Sports Commission (ASC) recognised sports have their progress against the integrity policy implementation guide reviewed and assessed. | As per 2024–25. |
| b) 100% of ASC recognised sports are compliant with anti-doping policy requirements. | |

Discussion

The successful adoption and implementation of integrity and anti-doping policies help protect the Australian public by setting the foundations for our NSOs and NSODs to deliver sport that is clean, safe and fair.

Phase 1 of the Integrity Implementation Guide will establish a baseline of how NSOs and NSODs are performing against the integrity policy implementation requirements. This baseline will be built upon by developing Phase 2 (and beyond) and provide a measure that can be used annually to indicate progress and identify implementation gaps.

Compliance with the Australian National Anti-Doping Policy is determined through annual assessment under the Anti-Doping Compliance Framework.

Rationale

The ASC provides recognition and funding to NSOs and NSODs. A key element of this procedure is that each NSO/NSODs' integrity and anti-doping policies are deemed compliant by Sport Integrity Australia.

Integrity policy requirements are detailed in the National Integrity Framework and the Integrity Policy Standards and are informed by subject matter experts and regular review.

Anti-doping policy requirements are stipulated in the World Anti-Doping Code and detailed in the Australian National Anti-Doping Policy and in the Anti-Doping Compliance Framework which includes guidance about the review process.

A target of 100% ensures the least risk to stakeholders in the sport sector and participants in sport.

KEY ACTIVITY 2: Address threats to the integrity of Australian sport

Planned performance result 2.1 (cont.)

Data/Information source and methodology

NSOs/NSODs provide us with their integrity policies as required. Approval of integrity policies is conducted by subject matter expert teams for each sport policy including anti-doping, safeguarding, competition manipulation and sports wagering, member protection, improper use of drugs and medicine and complaints, disputes and disciplinary action. Review of policy compliance and implementation is also conducted by the agency in conjunction with subject matter experts.

Measure type

Proxy effectiveness/quantitative.

Regulator performance principle(s)

Principle 3: collaboration and engagement.

KEY ACTIVITY 2: Address threats to the integrity of Australian sport

Performance measure 3: Integrity threats in Australian sport are addressed

Planned performance result 3.1

2024–25

Publish 15 intelligence products.

2025–28

To be determined in 2025–26.

Discussion

The *Sport Integrity Australia Act 2020* identifies 4 key threats to sports integrity, including:

- manipulation of sporting competitions
- improper use of drugs and medicine in sport
- abuse of children and other persons in a sporting environment
- protection from bullying, intimidation, discrimination or harassment in sport.

In 2024–25, we intend to research methods for measuring effectiveness/impact of information shared through published intelligence assessments and reports. Outcomes of this research will be articulated in the 2025–26 planned performance result published in the 2025–26 Health and Aged Care Portfolio Budget Statements.

Changes to this planned performance result

In the 2023–24 Corporate Plan, it was reported that this planned performance result would be measured across 2 planned performance results, with the following targets published for 2024–25:

- planned performance result 2.1: Implement a Sport Integrity Threat Assessment (SITA) across 10 sports
- planned performance result 3.1: 15 threat assessments and 5 analytical reports published.

KEY ACTIVITY 2: Address threats to the integrity of Australian sport

Planned performance result 3.1 (cont.)

The total number of threat assessments published in 3.1 included the SITAs published in 2.1. To simplify reporting, planned performance result 2.1 has been removed from performance measure 2 and incorporated into 3.1 from 2024–25. Figures have also been revised to more realistic targets based on lessons learned in 2023–24.

To further simplify this planned performance result, the language has changed from 'publish 15 intelligence assessments/reports' as published in the 2024–25 Health and Aged Care Portfolio Budget Statements, to 'publish 15 intelligence products'.

Rationale

We develop intelligence products to address intelligence requirements and support our partner agencies by raising awareness and influencing policy and decision making. We conduct analysis on the factors impacting the threat environment in each of the 4 key threat areas. Further analysis is conducted on the overall sports integrity threat environment to create and continually review our baseline understanding of domestic and international issues impacting on sports integrity, to inform our corporate strategies, planning and operational action. Our intelligence focus can shift year on year in accordance with the evolving sports integrity threat environment.

Intelligence products may include various documents, such as intelligence briefs, analytical reports, threat assessments or any other variation of a product to meet the operational needs of our stakeholders.

We consider these products published when they have been cleared and disseminated to the relevant external stakeholders. Relevant stakeholders are selected based on topic, parameters, privacy considerations and relevant information security requirements.

Data/Information source and methodology

We rely on all-source intelligence reporting to inform our analysis. This includes, but is not limited to, internal data holdings, information from the public, partner reporting, and open-source information. We review and determine the credibility of available information, which is used to inform our analysis and incorporated into the relevant product for publication/distribution.

Measure type

Output/quantitative.

Regulator performance principle(s)

Principle 1: continuous improvement and building trust.

Principle 2: risk-based and data-driven.

Principle 3: collaboration and engagement.

KEY ACTIVITY 3: Protect the health and welfare of participants in Australian sport

Performance measure 4: A safe environment for all participants in sport

Planned performance result 4.1

2024–25

- a) Increasing percentage of NSOs/NSODs capable of implementing a safe sporting environment for their participants.
- b) Percentage to be determined once baseline established.

2025–28

As per 2024–25.

Discussion

In 2023–24, the Safeguarding in Sport Continuous Improvement Program (the Program) rolled out to sports on a voluntary basis. The Program is designed to increase the capability of NSOs/NSODs in implementing a safe sporting environment for their participants by embedding child safeguarding and member protection policies, procedures and practices across all levels of their organisation.

A target percentage will be published in the 2025–26 Health and Aged Care Portfolio Budget Statements once baseline data has been evaluated at the end of the 2024 calendar year.

Rationale

This is a composite performance measure comprising 2 planned performance results (4.1 and 4.2). Each planned performance result is weighted equally when determining the overall achievement of the performance measure.

The focus for 2024–25 is to work closely with the NSOs/NSODs that have signed up to the Program to implement their safeguarding in sport action plans and to work with and encourage more NSOs/NSODs to participate in the Program. In addition, a safeguarding assessment that aligns with the National Principles for Child Safe Organisations will be available for NSOs/NSODs to complete on the Australian Sports Commission's GamePlan online platform. This will provide essential data to guide the agency in identifying gaps and trends to support the sport sector to drive industry capability across sporting organisations, and to develop targeted education and resources to further support NSOs/NSODs to continually improve their safeguarding needs.

To gain feedback on the Program and how it has benefited NSOs/NSODs to improve their safeguarding capabilities, a survey is being developed by an external provider to assess the Program. The survey will ascertain satisfaction in the Program, what worked well, areas for improvement, and barriers and enablers to achieving the Program's objectives and outcomes.

KEY ACTIVITY 3: Protect the health and welfare of participants in Australian sport

Planned performance result 4.1 (cont.)

Data/Information source and methodology

We will review and analyse the data sourced from a combination of safeguarding reports and action plans conducted by the agency with sporting organisations, evaluation data from the GamePlan online assessment and survey results received from sports.

Measure type

Proxy effectiveness/quantitative.

Regulator performance principle(s)

Principle 1: continuous improvement and building trust.

KEY ACTIVITY 3: Protect the health and welfare of participants in Australian sport

Performance measure 4: A safe environment for all participants in sport

Planned performance result 4.2

2024–25

Establish measurement baseline for Children's Perception of Safety in Sport survey data.

2025–28

To be determined once baseline established from Children's Perception of Safety in Sport survey.

Discussion

This project aligns with the National Principles for Child Safe Organisations, including:

- Principle 1: child safety and wellbeing is embedded in organisational leadership, governance and culture
- Principle 2: children and young people are informed about their rights, participate in decisions affecting them and are taken seriously.

Outcomes of the project will enable us to demonstrate its achievements under Theme 1: awareness raising, education and building child safe cultures and Theme 5: improving the evidence base of the First Commonwealth Action Plan to Prevent and Respond to Child Sexual Abuse 2021–2024.

KEY ACTIVITY 3: Protect the health and welfare of participants in Australian sport

Planned performance result 4.2 (cont.)

Rationale

This is a composite performance measure comprising 2 planned performance results (4.1 and 4.2). Each planned performance result is weighted equally when determining the overall achievement of the performance measure.

Data will be collected to inform current perceptions of safety for children and young people involved in sport. The data will provide actionable information to inform our decision making surrounding the National Integrity Framework and the Safeguarding in Sport Continuous Improvement Program. The survey results will also provide essential data and feedback for sporting organisations to embed safeguarding policies and practices and create genuine cultural change from community through to national level sport.

Data/Information source and methodology

An external research provider will utilise an annual survey tool to gather data from a sample of children and young people, aged 12–18, who represent current junior sporting demographics across Australia with reports and data analysis provided to us.

The information captured will align to Human Research Ethics guidelines, including for interviewing children and young people. We will own all Intellectual Property rights in material created under the contract and will have access to the raw, de-identified data which will be stored, accessed, and destroyed in accordance with the *Privacy Act 1988*.

Measure type

Proxy effectiveness/quantitative.

Regulator performance principle(s)

Principle 1: continuous improvement and building trust.

APPENDIX

APPENDIX 1: LIST OF REQUIREMENTS

This Corporate Plan has been prepared in accordance with the requirements of:

- subsection 35(1) of the PGPA Act
- subsection 16E(2) of the PGPA Rule.

Table 2 details the requirements met by the Sport Integrity Australia Corporate Plan and the page reference(s) for each requirement.

Table 2: List of requirements

REQUIREMENTS	PAGE(S)
Introduction <ul style="list-style-type: none">• Statement of preparation• The reporting period for which the plan is prepared• The reporting periods covered by the plan	2
Purposes	5
Key activities	6
Operating context <ul style="list-style-type: none">• Environment• Capability• Risk oversight and management, including key risks and its management• Cooperation• Subsidiaries (where applicable)	11–25
Performance <ul style="list-style-type: none">• Performance measures• Targets for each performance measures (if reasonably practicable to set a target)	27–38



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