



SPORT INTEGRITY
AUSTRALIA

2021–2025 CORPORATE PLAN

PROTECTING SPORT TOGETHER

AUGUST 2021



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ACKNOWLEDGEMENT OF COUNTRY



In the spirit of reconciliation the agency acknowledges 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.

The agency recognises the outstanding contribution Aboriginal and Torres Strait Islander peoples make to sport in Australia and celebrates the power of sport to promote reconciliation and reduce inequality.

A man in a pink shirt is surfing on a wave, with a sunset background. The scene is captured in a warm, golden light, with the sun low on the horizon, creating a silhouette effect on the surfer. The water is splashing around the surfer's legs, and the sky is a mix of orange, yellow, and blue. In the background, there are some buildings and a hill.

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.

All involved in
sport have the
right to participate
in a fair and safe
environment.

We will help build resilience for sports through providing structured programs to standardise and enable fair and 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 2021–22 Corporate Plan for the period 2021–25, 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 PURPOSE

Through the coordination of a national approach, protection of the integrity of sport and the health and welfare of those who participate in Australian sport.

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 our agency to cohesively draw together and develop existing sports integrity capabilities, knowledge and expertise and to coordinate all elements of a sports 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.

¹ The *Wood Review* was commissioned by the Australian Government in August 2017 and was conducted by an independent expert panel. The Report of the *Wood 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.

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:

- 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

We have 3 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 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.

The agency is a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013*.

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.

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

5 The Convention on the Manipulation of Sports Competitions (the Macolin Convention) is the only multilateral treaty specifically aimed at combating match-fixing and other related corruption in sport.

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 5 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.

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

Sport Integrity Australia – A National Sports Integrity Commission

We provide a single Commonwealth centre of excellence and point of reference for all stakeholders for sports integrity.

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 multilateral treaty aimed at combating 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 will be 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 (Sports Betting Integrity Unit) and bring stakeholders together consistently and proactively to 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 sports organisations on appropriate responses where corruption may be indicated.

ENGAGEMENT AND COLLABORATION

To inform a collaborative and coordinated approach we recognise and acknowledge the breadth and expertise of our stakeholder group – sports, participants, governments and international partners. In turn, these stakeholders benefit from the ability to deal with a single nationally coordinated organisation to address all sports integrity issues.

We engage with athletes and support personnel through initiatives such as the Sport Integrity Australia Athlete Advisory Group and Clean Sport Educators. The insights gained from a strong and focused engagement program critically inform our strategies, including how best to support athletes in making the right decisions and how best to deliver fit for purpose education and prevention programs.



The agency combats a broad range of sports integrity threats. This is a joint effort across law enforcement, border protection agencies, regulatory agencies, wagering service providers, academic institutions and the health sector.

We work closely with sports to help build their respective capabilities, from those without designated sports integrity resources to those with existing integrity units, and everyone in between.

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

The Sport Integrity Australia Advisory Council provides strategic 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.

All 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. Our engagement framework enables us to leverage established and trusted relationships while exploring opportunities for new collaboration.

Australia now has a single point of reference for sports integrity matters and entering into our second year, the period of adjustment continues. This is felt by the full range of stakeholders, including the Australian Government, the public, athletes and 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.

During this reporting period we will continue to grow capability and capacity to enable us to execute our full remit. Factors affecting the agency include:

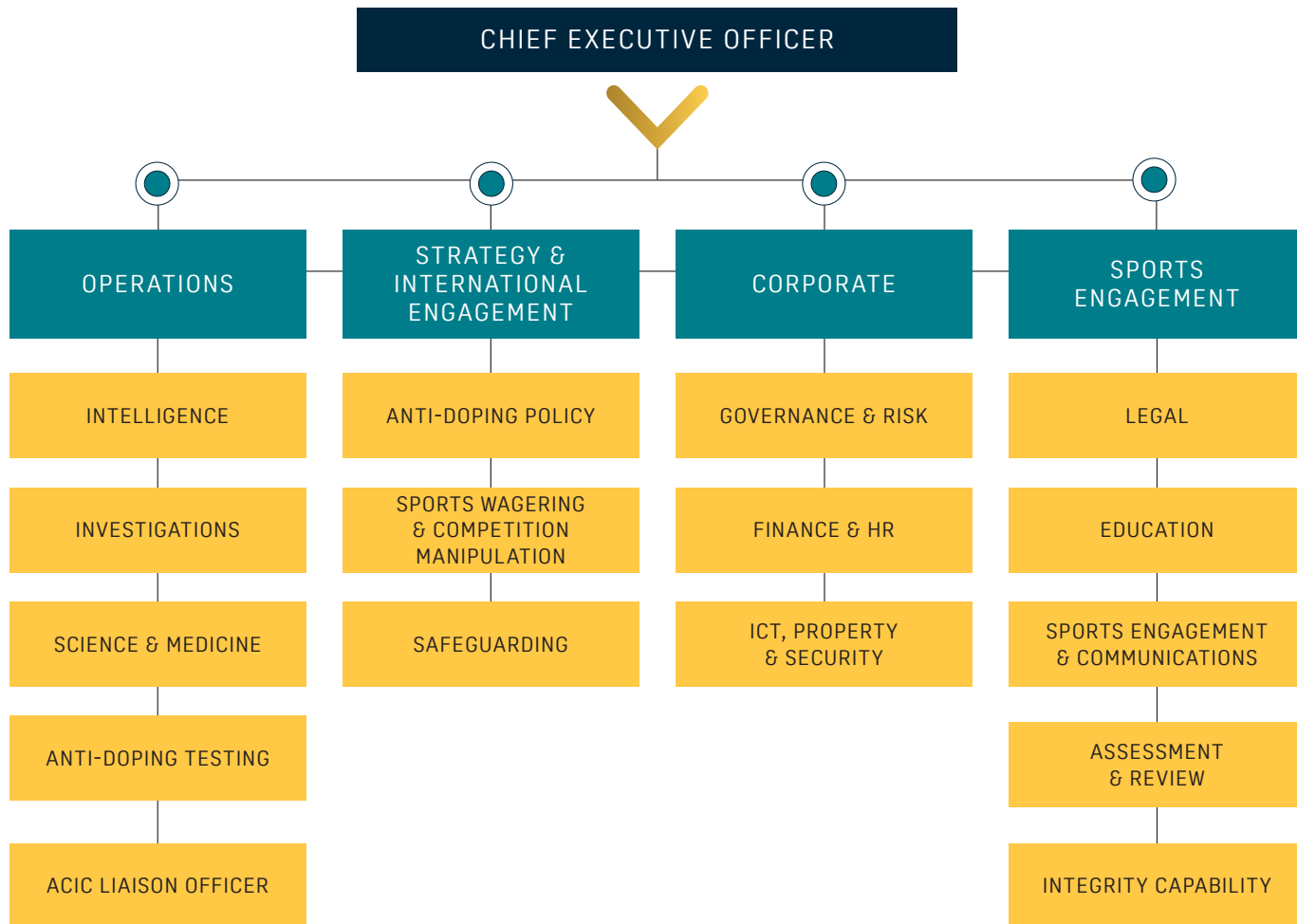
- the progress of legislative reforms to enable a national approach to competition manipulation
- stakeholder appetite to advance the Australian Sports Wagering Scheme
- funding limitations.

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

Across our broad remit there is always uncertainty around where the critical sports integrity threats lie. The ongoing global interest in member protection issues in gymnastics is an example of this. 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

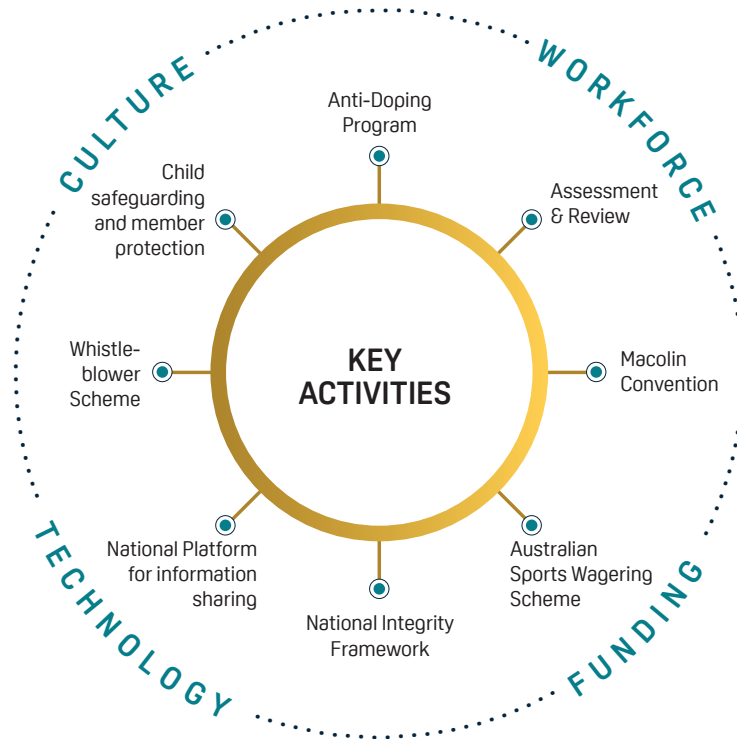




OUR KEY ACTIVITIES AND STRATEGIC GOALS



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 and 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 anti-doping program encompassing testing, engagement, education, deterrence, detection and enforcement activities.

We believe Australia's anti-doping efforts should be informed. We will achieve this 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, independent assessment and review process to address integrity issues

We will provide the necessary resources and expertise to manage and support transparent and independent assessments and reviews of 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.

Ensure Australia ratifies 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 multilateral 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 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.

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 *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. The latter should both protect the integrity of sport and ensure 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. We will aim to deliver a robust new policy proposal to government for decision as part of the Budget 2022–23 process.

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.

We designed our National Integrity Framework to assist sporting organisations to meet all 3 of these criteria. We provided the framework to sports in March of 2021 and we have been working closely with all National Sporting Organisations to ensure the framework, or an equivalent set of policies, is in place.

To assist every Australian sporting organisation to adopt and implement a comprehensive National Integrity Framework, we work directly with national bodies to provide expertise, communication resources and support tailored to their needs.

Establish a National Platform 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 Platform 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 Platform 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 of 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 provide consistent engagement with national and international sport stakeholders.

The agreement with the ACIC includes the secondment of ACIC personnel to the agency for a 2-year period to support the ACIC in developing 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 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, support and protection for people who choose to use the program.

To deliver this scheme, we will initially focus on the establishment of the legislative framework required to receive 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 sports integrity capabilities 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 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.

In the short term, we will develop an international strategy that guides and informs 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.

Build positive brand awareness 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 that all stakeholders have an awareness of the role we play in the sporting sector. The building of brand awareness ensures all sporting participants, law enforcement agencies and others who may be affected by sports integrity threats know where to provide relevant information. It also ensures people understand the importance of protecting sport from those threats.

To better build brand awareness, 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 our brand, 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 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.

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 to the agency.

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.



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

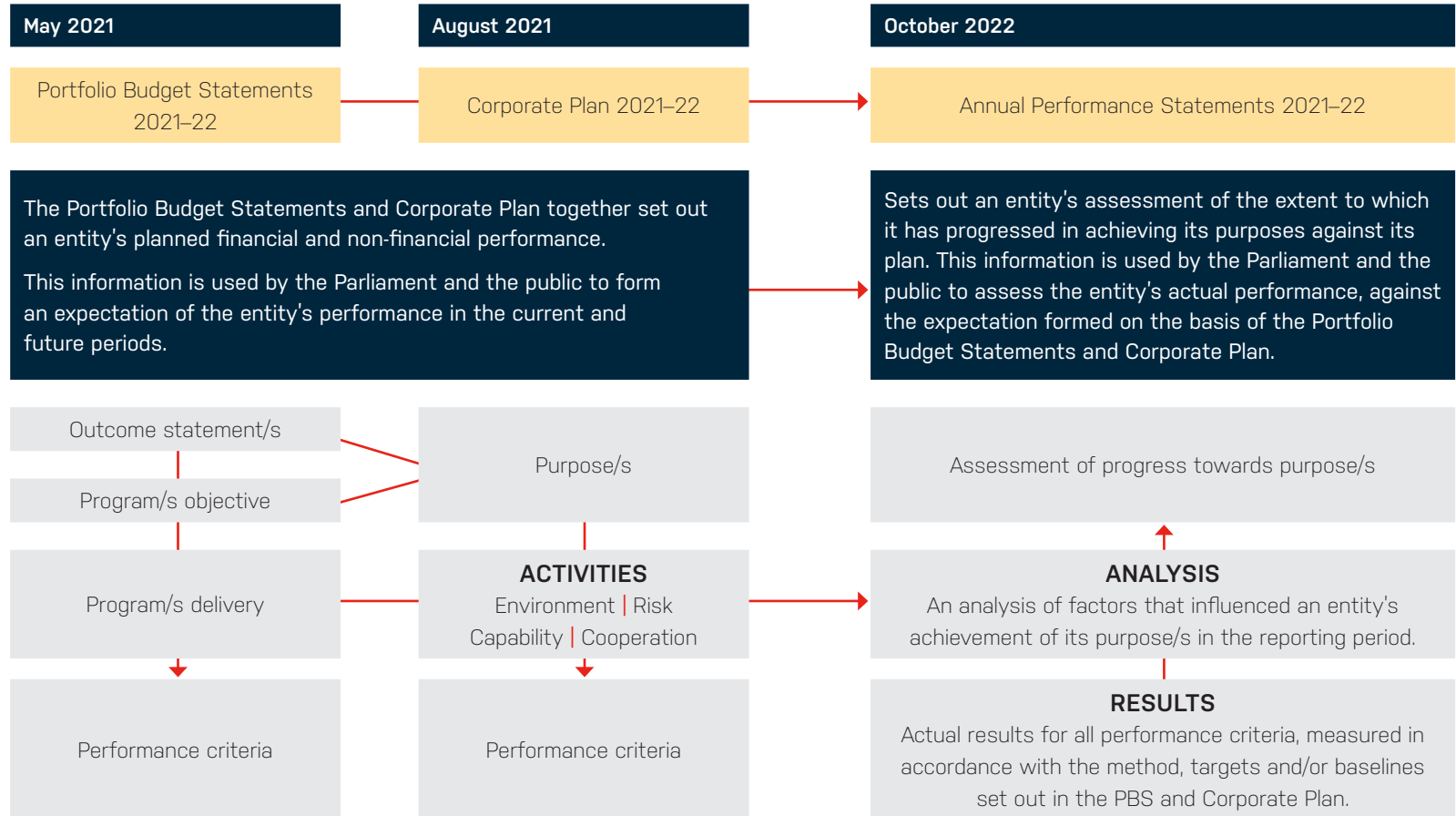


Key activities and strategic goals	ADAPT TO OUR ENVIRONMENT	STRENGTHEN OUR ENVIRONMENT		ADDRESS THREATS TO OUR ENVIRONMENT
	Sport Integrity Australia gathers, assesses and shares information with stakeholders	Sport Integrity Australia leverages productive partnerships and contributes to fora, committees and projects	Sport Integrity Australia promotes positive practices across the sporting community	Sport Integrity Australia identifies and addresses sports integrity threats
Anti-doping program	✓			✓
Assessment and Review process	✓			✓
Macolin Convention		✓		
Australian Sports Wagering Scheme		✓		
National Integrity Framework			✓	
National Platform 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 2021–22 to 2024–25. The framework aligns to the overarching guiding document, the Portfolio Budget Statement (PBS), which outlines our Outcome, Delivery (key activities), Performance Measures and Purpose.

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. Our performance measure framework still has no defined targets⁸ as we 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 the broader performance of the agency. We consider the period 2020–21 to 2021–22 as benchmarking years during which our performance measure framework will mature 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). Subsequent to the benchmarking years, trend analysis (i.e. 2 or more years of consistent data) will be important in informing the refinement of the measures and targets.

We acknowledge the introduction of the Regulator Performance Guide and are using the transition year (2021–22) to plan how we will implement the principles of best practice that underpin the Government's expectations of regulators and their performance.

Portfolio Budget Statement

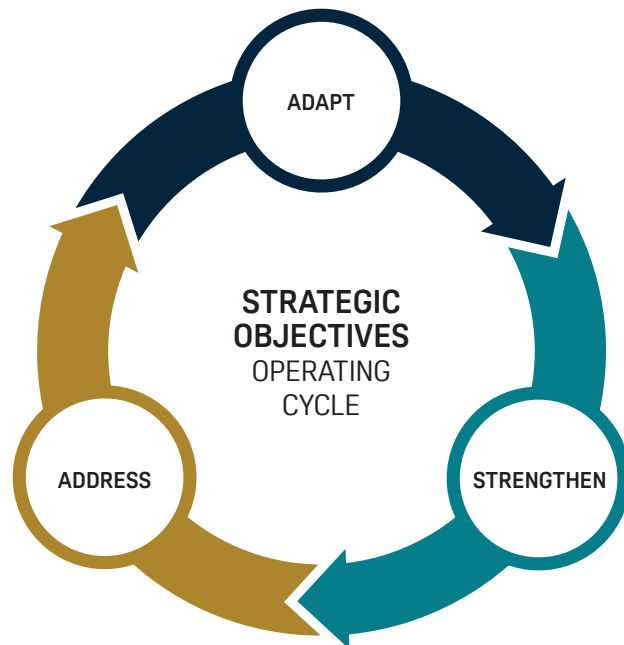
Performance Measure	Target
Risks affecting the integrity of sport and the health and welfare of those who participate in Australian sport are reduced through a coordinated national approach.	Identify and manage risks, and address threats to sports integrity through collaboration with partners and effective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

⁸ Where it is not reasonably practicable to set a target, document and report the reason – subsection 16E(2), table item 5(b), PGPA Rule.

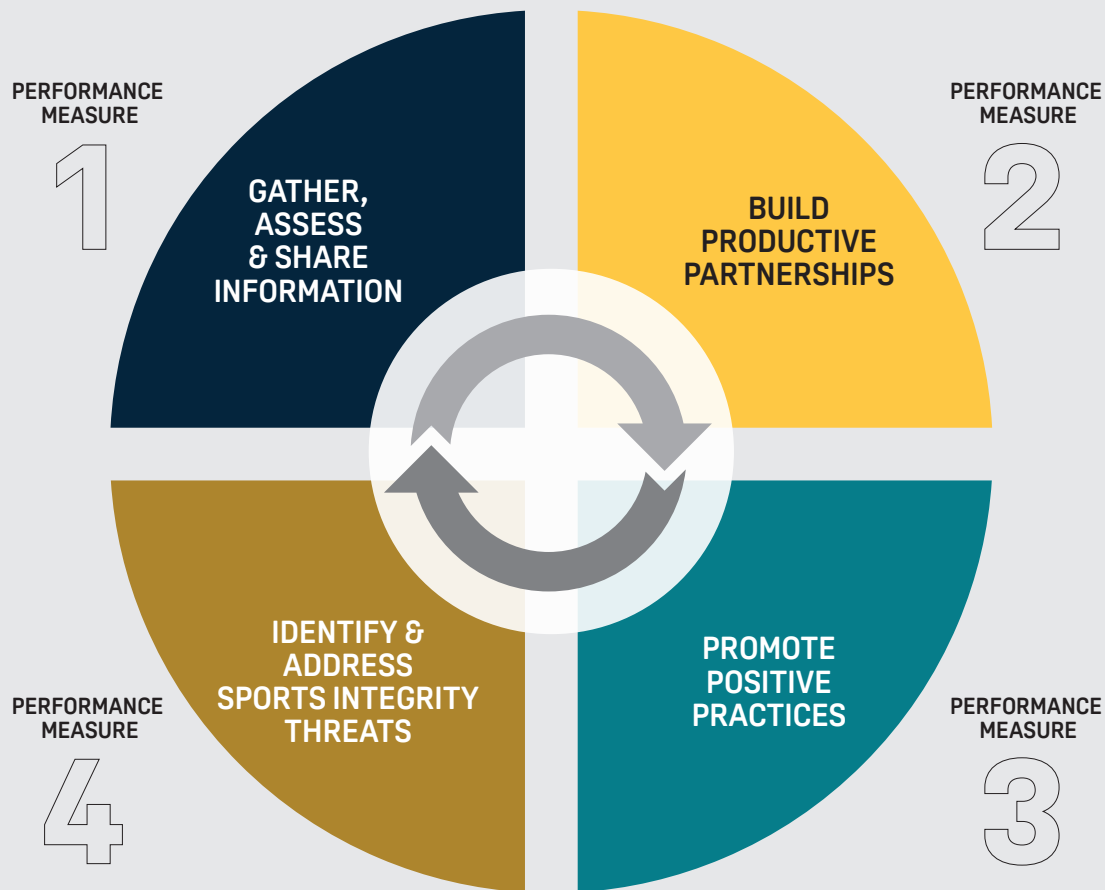
Agency performance measures

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.



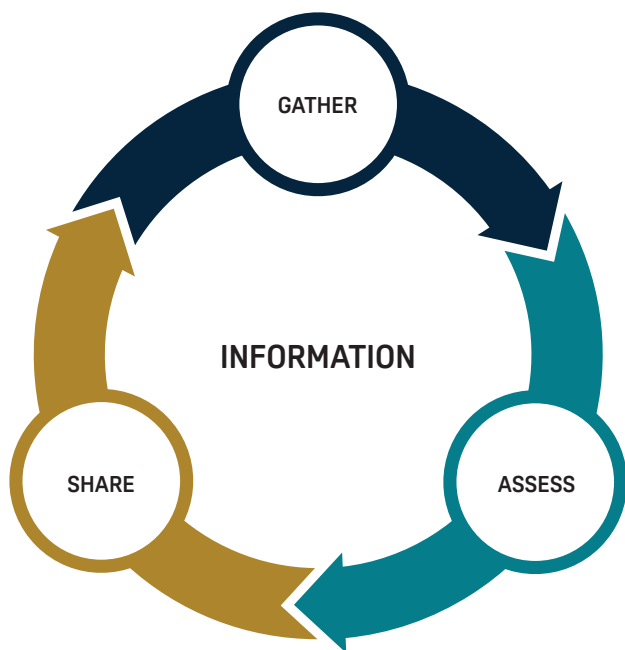
Number	Strategic objective	Measure
1	Adapt to our environment	Sport Integrity Australia gathers, assesses and shares information with stakeholders
2	Strengthen our environment	Sport Integrity Australia leverages productive partnerships and contributes to fora, committees and projects
3		Sport Integrity 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

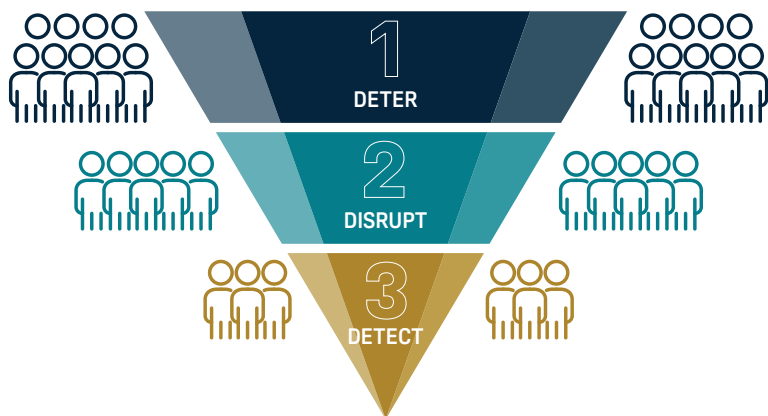
In collaboration with our partners, we mitigate and manage risks within our sporting environment through effective awareness and monitoring controls. The National Integrity Framework facilitates strengthening our sporting environment. By delivering effective policies and services, we connect with our 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 framed around a variety of intervention options and effective application of those options. These activities influence:

- **deterrence** – to discourage from acting or proceeding, for example, through targeted education
- **disruption** – to cause disorder to the normal continuance of something, for example, through investigation of sports integrity complaints
- **detection** – to discover the existence of something, for example, through positive doping tests.



Performance measure targets

While there are no performance measure targets now, our performance reporting revolves around a mix of qualitative and quantitative data drawn from reliable and verifiable sources and methodologies. All 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, 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.

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*. While several recommendations are complete the following activities will be linked into the performance measure framework when appropriate.

- Commonwealth match-fixing offences – establishing national match-fixing offences.⁹
- Anti-doping regulation – enhancing information sharing between the agency and National Sporting Organisations; reviewing our CEO's discretion to make public comment on active matters; empowering our CEO to exercise discretion in respect of lower-level athletes.¹⁰

⁹ Recommendation 2 and 3

¹⁰ Recommendation 19



- Anti-doping testing and investigations – enhancing our investigative capability through establishing guidelines for the conduct of anti-doping investigations; establishing strong information and intelligence sharing links with law enforcement and regulatory agencies; strengthening the disclosure notice regime; establishing whistleblower protections.¹¹
- Policy and program delivery – establishing a single, easily identifiable education and outreach platform.¹²

¹¹ Recommendation 23

¹² 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 ¹³ 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

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

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

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>Analysis 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 are framed around the application of 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 Bodies¹⁴ 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>

¹⁴ As defined by *Sport Integrity Australia Act 2020*.

OUR CAPABILITIES



CULTURE

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

The agency 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.

SUSTAINABLE FUNDING

Securing certainty on long-term resourcing brings full effect to the Government's response to the recommendations of the *Wood Review* and 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, NSOs and Commonwealth and state government intelligence, law enforcement and regulatory bodies, to deliver on the agency's strategic intent.



TECHNOLOGY

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

In recent times, we have delivered a wide range of complex Information and Communication Technology (ICT) programs aimed at integrating staff and establishing the technology foundations for the agency. Some key projects are the further development and enhancement Microsoft Office365 collaboration and productivity tools at Protected-level, Protected-level mobilisation of all staff, Integrated Customer Relationship

Management and Case Management systems, Open Source Intelligence capability and enhanced security protections.

In 2021–22, we will continue to develop and use innovative technological solutions to improve the effectiveness, engagement and reach of our education program, including through the Sport Integrity app, virtual and augmented reality programs, and online education and communication platforms.

We will build on our existing ICT platforms, developed as part of our Digital Business Transformation over the past year, to enhance our capability and on-board new capabilities. Key upcoming work is finalisation of the Dynamics365 business digitisation program and establishment of an intelligence collection and analysis platform with delivery focus moving to enhancing existing capabilities aligned to evolving business requirements.



WORKFORCE CAPABILITY

We are required to develop and maintain capability across complex and wide-ranging areas to meet our Purpose. In 2021–22, we will focus on enhancing existing capabilities, acquire skills where we have gaps and assess what the future of our agency 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 our ability to recruit and retain high performing staff, including through training, secondment, project management and mentoring opportunities
- improve productivity and performance
- increase our competitiveness and growth
- enhance our 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 2021–22 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
- digital transformation
- financial sustainability
- environmental impacts (e.g. pandemic).



We cannot eliminate risks from our operations; we must engage with and respond to risk in a way that is proportionate to the circumstances. We are also taking steps to embed a risk culture that recognises the opportunities presented through a healthy risk appetite 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. Risk management and fraud control at the agency is 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 (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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