



Australian Government
Sport Integrity Australia



SPORT INTEGRITY
AUSTRALIA

CORPORATE PLAN

2023–2027



ACKNOWLEDGMENT OF COUNTRY

In the spirit of reconciliation, we acknowledge the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past, present and future and extend that respect to all Aboriginal and Torres Strait Islander peoples. We recognise the outstanding contribution Aboriginal and Torres Strait Islander peoples make to sport in Australia and celebrate the power of sport to promote reconciliation and reduce inequality.



COPYRIGHT

The Commonwealth owns the copyright in all material produced by Sport Integrity Australia.

This work by ©Commonwealth of Australia 2023 – Sport Integrity Australia is licensed under a [Creative Commons Attribution-NonCommercial-NoDerivs 3.0 Unported License](#) with the exception of:

- the Commonwealth Coat of Arms
- the Sport Integrity Australia logo
- content supplied by third parties.

The details of the relevant [licence](#) conditions are available on the [Creative Commons](#) website, as is the full legal code for the [CC BY 3.0 AU license](#).

THIRD PARTY COPYRIGHT: Wherever a third party holds copyright in material presented in this publication, the copyright remains with that party. Their permission may be required to use the material.

Sport Integrity Australia has made all reasonable efforts to:

- clearly label material where the copyright is owned by a third party
- ensure that the copyright owner has consented to this material being presented in this publication.

CONTACT US

Enquiries about the licence and any use of this document can be sent to:

Governance and Risk
Sport Integrity Australia
PO Box 1744
FYSHWICK ACT 2609 AUSTRALIA
Phone 13 000 27232
Email governance@sportintegrity.gov.au

This publication is available at www.sportintegrity.gov.au/resources and www.transparency.gov.au

CONTENTS

| | |
|---------------------------------|----------|
| STATEMENT OF PREPARATION | 2 |
|---------------------------------|----------|

| | |
|-----------------------------|----------|
| MESSAGE FROM THE CEO | 3 |
|-----------------------------|----------|

| | |
|---|----------|
| OUR PURPOSE, VISION AND KEY ACTIVITIES | 5 |
| Our purpose | 5 |
| Our vision | 5 |
| Key activities | 6 |

| | |
|-------------------------------|-----------|
| OPERATING CONTEXT | 13 |
| Our role | 13 |
| Organisational structure | 16 |
| Our environment | 17 |
| Engagement and collaboration | 18 |
| Our capabilities | 20 |
| Risk management and oversight | 23 |

| | |
|------------------------|-----------|
| OUR PERFORMANCE | 28 |
|------------------------|-----------|

| | |
|--|-----------|
| APPENDICES | 43 |
| Appendix 1: Changes to our performance framework | 44 |
| Appendix 2: List of requirements | 46 |

STATEMENT OF PREPARATION

I, David Sharpe, as the accountable authority of Sport Integrity Australia, present the Sport Integrity Australia 2023–24 Corporate Plan, which covers the period 2023–27, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.



MESSAGE FROM THE CEO

With Australia now firmly on the runway to the Brisbane Olympics and Paralympics in 2032, the role we play within the sporting landscape has never been more important.

Since opening our doors, we have built, learnt and importantly, wrote the opening chapter of the sports integrity book. Now it's time to move forward with the structure and new foundation that will enable us to be more flexible and agile and better equipped to address threats as they arise. It is the body of work that will help us change the culture of sport with a goal of 2032.

Looking to the future, we have rolled out the Safeguarding in Sport Continuous Improvement Program to help embed child safeguarding and member protection practices at all levels of sport. The program leverages expert resources, education and supporting materials from us, the same way we leverage expertise globally.

There are so many elements to sports integrity that no one agency, no one country, can manage these issues alone. Our partnerships with sport, law enforcement, intelligence, safeguarding and regulatory agencies are crucial to protecting our athletes and the integrity of competitions at home and abroad. Expansion of domestic, international and non-traditional partnerships are critical.

Partnerships help inform our strategies, including how best to support athletes, coaches and support personnel in making the right decisions ethically and how best to deliver fit-for-purpose education and prevention programs.

“

Our priority has always been on leading and learning. We are working with 32 countries on integrity models, collaborating far and wide to ensure we adopt best practice for the betterment of athletes in Australia and around the world.

”

Our priority has always been on leading and learning. We are working with 32 countries on integrity models, collaborating far and wide to ensure we adopt best practice for the betterment of athletes in Australia and around the world.

We have been identified as a leader in developing the 'total integrity in sport' model and have received many requests to share insights with other countries looking to develop a similar model.

There are many challenges on the horizon in relation to integrity in sport including the advent of online streaming, particularly at lower levels, which threatens to change the game for sports by exposing lower-level athletes to corruption and abuse and contributes to an increasingly toxic environment with athletes also facing online racial, cultural and gender-based abuse.

This is why we play such an important role in Australian sport and will continue to do so in the future. We have built the model, now as a sporting nation we must move forward together to ensure a safe Australian sporting culture for all.



David Sharpe APM OAM
Chief Executive Officer



OUR PURPOSE, VISION AND KEY ACTIVITIES

OUR 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.

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

Our vision of safe and fair sport for all cannot be achieved by us alone. Sport can only be safe and fair when all participants behave in a positive way that supports this cause.

To achieve our vision, we deliver a range of policies and programs designed to mitigate and reduce sport integrity threats and encourage positive behaviour by all participants. This includes the provision of consistent policies across all sports to set the expectations of the behaviours prohibited in sport, the enforcement of those policies and support services to promote and foster positive behaviours amongst all participants, at all levels of sport.

In particular, education and communications tools play a critical role in ensuring Australian participants know what standards of behaviour are and aren't acceptable in sport, and in promoting positive conduct at all levels and across all roles. We provide education resources about sport integrity for all levels of athletes, their parents, coaches and support personnel. Through education and communications, 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 that value integrity.

We provide educational content in various formats including:



Face-to-face and outreach events

Our Clean Sport Educators provide face-to-face education sessions for sporting groups around the country. All presenters are either current or former elite athletes. Presentations are engaging and interactive to meet the needs of the group and sport.



eLearning hub

We facilitate online courses covering topics including anti-doping, match-fixing, substances abuse and ethical decision-making. The eLearning hub also includes videos and other helpful resources.



Apps and virtual reality

Our other digital resources are educational and fun to use. We provide the Sport Integrity app and the health effects of doping augmented reality app. We also have an anti-doping sample collection virtual reality experience.



Schools program

We have developed free school resources for teachers to ensure our future elite athletes, coaches and support personnel understand integrity in sport.



Play by the Rules

Play by the Rules is for sport administrators, coaches, officials, players, parents and spectators. It provides the tools to prevent and manage problems such as discrimination, harassment, child safety, inclusion and integrity in sport.

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

We are Australia's National Anti-Doping Organisation. As an anti-doping agency, our main responsibility is to implement the World Anti-Doping Code in Australia, thereby protecting the health of Australian athletes and the integrity of sport. We achieve this through an informed and innovative anti-doping program encompassing testing, intelligence and investigations, engagement and education. We use various levers available to us to conduct deterrence, detection, disruption and enforcement activities, while collaborating with our partners and the sporting community. Our anti-doping program is consistent with international requirements and Australian legislation. We prioritise continuous improvement and innovation in the way we deliver our anti-doping 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) by using coordinated responses. 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, 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.

The Australian Sports Wagering Scheme (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, protecting the integrity of sport and ensuring Australian sporting competitions are more resistant to evolving manipulation tactics. 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 manage 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 that make up the National Integrity Framework. These are:

| | | |
|---|---|--|
| <p>Safeguarding Children and Young People Policy</p>  | <p>Member Protection Policy</p>  | <p>Improper Use of Drugs and Medicines Policy</p>  |
| <p>Competition Manipulation and Sport Gambling Policy</p>  | <p>Complaints, Disputes & Discipline Policy</p>  | |

We provide the necessary resources and expertise to manage and support a transparent and independent integrity complaints process for conduct prohibited by sports' integrity policies. We liaise with sporting organisations to refine processes and policy to ensure matters are consistently, efficiently and effectively resolved.

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

To address integrity threats to sport in Australia, it is critical we establish a central information gathering, analysis, dissemination and coordination capability. The National Strategy for Information Sharing enables us to share information with law enforcement agencies and, where appropriate, receive information in return.

For sports betting and sports corruption, we work in partnership with the Australian Criminal Intelligence Commission (ACIC) to identify and address risks of serious and organised crime within sport and provide consistent engagement with national and international sport stakeholders, including the Group of Copenhagen. The agreement with the ACIC includes the secondment of ACIC personnel from the Australian Sports Intelligence Unit to the agency to facilitate a coordinated approach, supporting the development of the framework, policy and potential regulation around match-fixing, betting and wagering.

“ 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 the children, participants and the community they impact. ”



In strengthening our commitment to protect the integrity of sport, we have established 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 whistleblower 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.

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 the children, participants and the community they impact. To further embed a comprehensive culture of child safety and member protection in sport, we work with National Sporting Organisations and National Sporting Organisations for People with Disability to implement the Safeguarding in Sport Continuous Improvement Program (the Program).

The Program is a critical element of maturing the integrity capabilities of sports across the sector, one that provides an overarching and tailored plan for each sport to work towards to keep all children and participants safe. The Program aims to create genuine cultural change at all levels of sport by sequentially providing action plans for National Sporting Organisations, state/territory sporting organisations and community affiliated bodies to embed safeguarding practices, processes and education in their sport. The ultimate goal is to enhance the safety of children and participants in sport in Australia by promoting a nationally consistent approach across the sector and driving greater accountability for continuous improvement and the maturing of safeguarding practices.



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 sport 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*.

Our restructure

Since our commencement, we have responded to a range of sports integrity threats not originally envisaged for our agency to take on. This has resulted in the need to develop new services and broader capability. We undertook an internal audit of our implementation of the Wood Review recommendations in 2022–23 and this showed that the environment has significantly changed in the short 5 years since the Wood Review reported and while we had not implemented every detail of the Wood Review, we had responded appropriately and built the fit-for-purpose sports integrity protection framework that the Wood Review envisaged. As such, we are in the process of formally closing out the Wood Review with the government.

In late 2022, we finalised a 2-year review of our agency which included assessing the breadth of work we do, the impact and pressures on staff, how we conduct our business and the timeframes we work within. The review highlighted the need for an organisational redesign to better align with our remit and to future-proof our agency. This resulted in a new organisational structure.

Our new organisational structure is designed around areas of expertise across anti-doping, sport integrity, culture and safety, strategy, and international engagement, embedding our ability to bring new focus to operations, internal capability development and culture and safety in sport. The aim of the new model is to reaffirm our global expertise across these domains, reduce response times and alleviate work pressures on staff, allowing us to work better with our stakeholders across the breadth of our operations.

The new structure consists of 2 Deputy Chief Executive Officers, heading up our Safety in Sport and Corporate divisions, and a Culture and Safety Advisor.

The Safety in Sport division, announced by Minister for Sport Anika Wells in September 2022, was established in January 2023 to provide athletes with a safe place to tell their story. The division helps address discrimination, abuse, and mistreatment across all levels of Australian sport.

Headed by Dr Sarah Benson, the division plays a leading role in protecting the safety of sporting participants in Australia as it allows for greater national coordination and response to issues that fall under the National Integrity Framework. This includes an expansion of our hotline for people to make complaints regarding abuse. The 1800 Safe Sport hotline (1800 161 361) includes an anonymous reporting capability focusing on wider racial and cultural issues in sport, providing a place for anyone in sport to feel heard and seek support. The hotline will complement the existing complaints process managed through the National Integrity Framework.

As part of the Safety in Sport division, we have established the Safeguarding in Sport Continuous Improvement Program to help embed child safeguarding and member protection practices at all levels of sport. The program leverages expert resources, education and supporting materials from our agency, the same way we leverage expertise around Australia and the world. We have also established Memoranda of Understanding with state and territory law enforcement agencies as part of the National Strategy for Information Sharing.

Culture and safety – protecting sport for all Australians

The newly established role of our Culture and Safety Advisor is to work closely with staff and our external stakeholders to learn what is working well and where we can do better and provide advice and oversight of the initiatives conducted by the Safety in Sport division. This work includes, but is not limited to, recruitment, bullying and harassment, diversity, inclusion, and communication. We aim to build our culture internally, as well as the culture of the wider sporting community.

Several new initiatives have already commenced to embed safe practices within the agency, and sport more generally, that are culturally capable, respectful and engaging. These initiatives include, but are not limited to:

- engaging with traditional owners
- annual delivery of cultural and leadership days for all staff
- placing greater emphasis on embedding cultural diversity across our activities
- review of policies, procedures, and protocols to ensure inclusion, diversity and First Nations is embedded across all agency operations
- engaging with external stakeholders to advise on culture and safety practices.

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

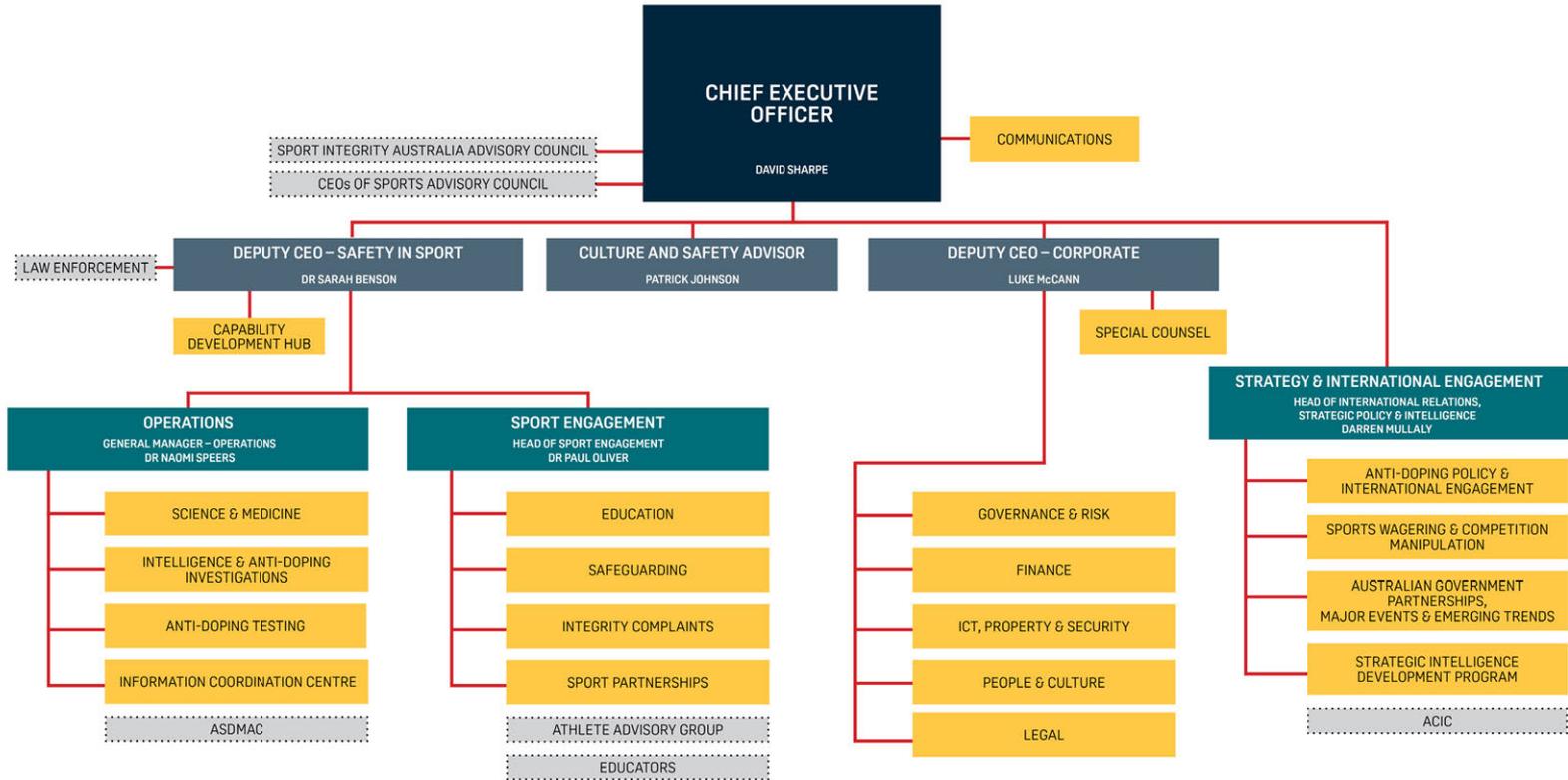
Leading up to Brisbane 2032, we want to ensure all Australians are part of the Olympic/Paralympic Games and the sporting landscape. We will call out racism and inequality to create a culturally safe space around diversity and inclusion.



SPORT INTEGRITY AUSTRALIA

ORGANISATIONAL STRUCTURE

1 JULY 2023



| KEY | CEO | SES BAND 2 | SES BAND 1 - BRANCH HEADS | TEAMS | OTHER STAKEHOLDER RELATIONSHIPS |
|-----|-----|------------|---------------------------|-------|---------------------------------|
| | ■ | ■ | ■ | ■ | ■ |

OUR ENVIRONMENT

The context in which we operate is diverse, challenging and global. The global anti-doping framework overseen by 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 continue to grow our capability and capacity to enable us to execute our full remit. Several factors affect the work we perform, including:

- funding limitations
- 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 a number of 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 member protection issues and establishment of sports integrity bodies around the globe. We need agility and adaptability to meet these challenges head on while also managing the expectations of a diverse stakeholder group. Our governance framework guides our internal interactions, seamlessly adjusting resource allocation and business processes to ever-changing priorities.

ENGAGEMENT AND COLLABORATION

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

We work closely with all National Sporting Organisations and National Sporting Organisations for People with Disability 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 Child Safeguarding 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 them 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.

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.

We represent Australia at international forums on match-fixing and participate in the Group of Copenhagen Bureau. We participate in working groups, expert groups and continue to develop productive and collaborative relationships with international partners to effectively regulate threats to sports integrity. These relationships include:

- WADA
- the Oceania Regional Anti-Doping Organisation (ORADO)
- the Institute of National Anti-Doping Organisations (INADO)
- the International Anti-Doping Arrangement (IADA)
- International Partnership Against Corruption in Sport (IPACS)
- United Nations Office on Drugs and Crime (UNODC)
- 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.

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

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

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

Our Stakeholders



OUR CAPABILITIES

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

Culture

We have more than 370 employees located nationwide. Our diverse and talented workforce includes staff involved in the anti-doping testing and investigations programs, sports engagement, safeguarding and sports wagering, alongside corporate support 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 engagement with athletes and members of the public.

We continue to work in collaboration with employees and the Australian Public Service Commission to renew our Enterprise Agreement through participation in Australian Public Service-wide bargaining, and look to grow our value proposition as an employer in an increasingly competitive market for talent. Our recruitment strategies aim to attract, build and retain a diverse workforce that reflects the community we serve and ensures our agency is highly capable, inclusive and future-ready. We are committed to continuing to build a diverse workforce and will use targeted recruitment or identified positions when appropriate.

We continue to focus on both the physical and psychological health and 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 are also expanding the cultural leadership capabilities of our workforce to implement practices and behaviours that support diversity, equity, inclusion and belonging.

Funding

Originally formed on the recommendations of the Review of Australia's Sports Integrity Arrangements (Wood Review), we continue to focus on implementing and actioning recommendations of the Wood Review. Two years post implementation, the government's independent review into our effectiveness (the Callida Review) recommended the prioritisation of sustainable funding.

The expectations and responsibilities placed on us were greatly expanded with the announcement of the Safety in Sport initiative. This was to deal with a range of issues to address abuse, mistreatment, child protection and racism across all levels of Australian sport.

We require investment 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 is now complemented by the addition of an Implementation Plan and the creation of both an Information and Data Strategy and a Security Strategy. We now have 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 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 responsiveness to stakeholder requests and improve integration between systems
- 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 we will aim to complete our Cyberhubs project this year in collaboration with the Australian Cyber Security Centre and Services Australia. We are also continuously improving our Essential Eight mitigation in line with Whole of Government requirements.

Workforce capability

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 learning and 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 everchanging landscape impacting sports and in preparation for the 2032 Brisbane Olympics/Paralympics.

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. We are focused on continuous improvement and, over the next 12 months, will review our enterprise risk register to classify risks in line with our revised key activities and risk appetite and tolerance, to assist staff at all levels in understanding the risk context in which we operate and where innovation and creativity are important in achieving our purpose. Our revised enterprise risks will be published in our 2024–28 Corporate Plan.

We have identified 5 core risk categories that underpin our operations. The following table lists our mitigation strategies for each category.

Core risk categories

Key mitigation strategies

Financial

- Changing of Australian Government policy, and resource and funding priorities



- We are strategic in our budgetary decisions to ensure we can accommodate any change in government priorities.
- We maintain stringent oversight of financial processes supporting efficient, effective, economical and ethical use of management of public resources in accordance with the *Public Governance, Performance and Accountability Act 2013*.
- Our investment decisions, procurement practices and contractual agreements represent value for money and our internal procedures comply with Commonwealth guidelines.

People

- Workforce
- Work health and safety



- We adhere to the *Work Health and Safety Act 2011*, *Work Health and Safety Regulations 2011* and related codes of practice for developing strategies and processes to prevent and manage risks to health and safety in the workplace.
- We provide a safe and secure physical environment for staff, information and assets by adhering to the protections outlined in the Protective Security Policy Framework.
- The health and wellbeing of our staff is our priority and we offer a range of flexible working arrangements to help staff better manage their work-life balance.
- We are committed to a respectful, inclusive and diverse workplace for all, supported through our actions and policies.
- We attract and retain capable and skilled people and provide learning and development activities to support growth.

Core risk categories

Key mitigation strategies

Legal and compliance

- Governance
- Regulation and legal
- Fraud and corruption
- Information systems and security



- We are committed to maintaining a strong and effective governance framework that provides assurance and supports compliance with our internal policies, procedures and delegation framework, further enabling our continuous improvement efforts.
- We protect the integrity of our payments to third parties by focusing on preventing inaccurate payments, fraud and corruption using a range of control measures.
- Our risk, fraud, audit and assurance mechanisms support our system of monitoring and oversight.
- The protection of our information and data is safeguarded by robust systems, monitoring and oversight underpinned by our Information and Data Strategy, Digital Strategy and Security Strategy. We operate in a Protected environment and apply the Australian Cyber Security Centre's Essential Eight Mitigation Strategies to mitigate potential cyber threats to our organisation.
- We embed privacy awareness and manage our information appropriately under the *Freedom of Information Act 1982* and the *Privacy Act 1988*. We meet best practice in records management and comply with our obligations under the *Archives Act 1983*.

Core risk categories

Key mitigation strategies

Enterprise operations

- Service/program delivery
- Athletes and sporting community



- We are committed to delivering high-quality business outcomes and aim for improvement through ongoing monitoring of performance and evaluation.
- We develop policy based on research, data, engagement and evidence and map legislation to inform policy direction.
- We have dedicated resources within our agency to maintain the National Integrity Framework and provide funding to sports to implement the National Integrity Framework with a view to empowering sports to maintain the capability long term.
- We have integrity managers embedded in each sport as a key conduit into each sport to improve communication and stakeholder engagement.
- We have a dedicated communications section to synchronise and coordinate messaging to external stakeholders to ensure our approach is consistent.
- We have built in corporate reporting processes to account for our progress against government-funded programs.

Reputation

- Ministers/ Government
- Regulated cohort
- Partner organisations
- Broader external stakeholders



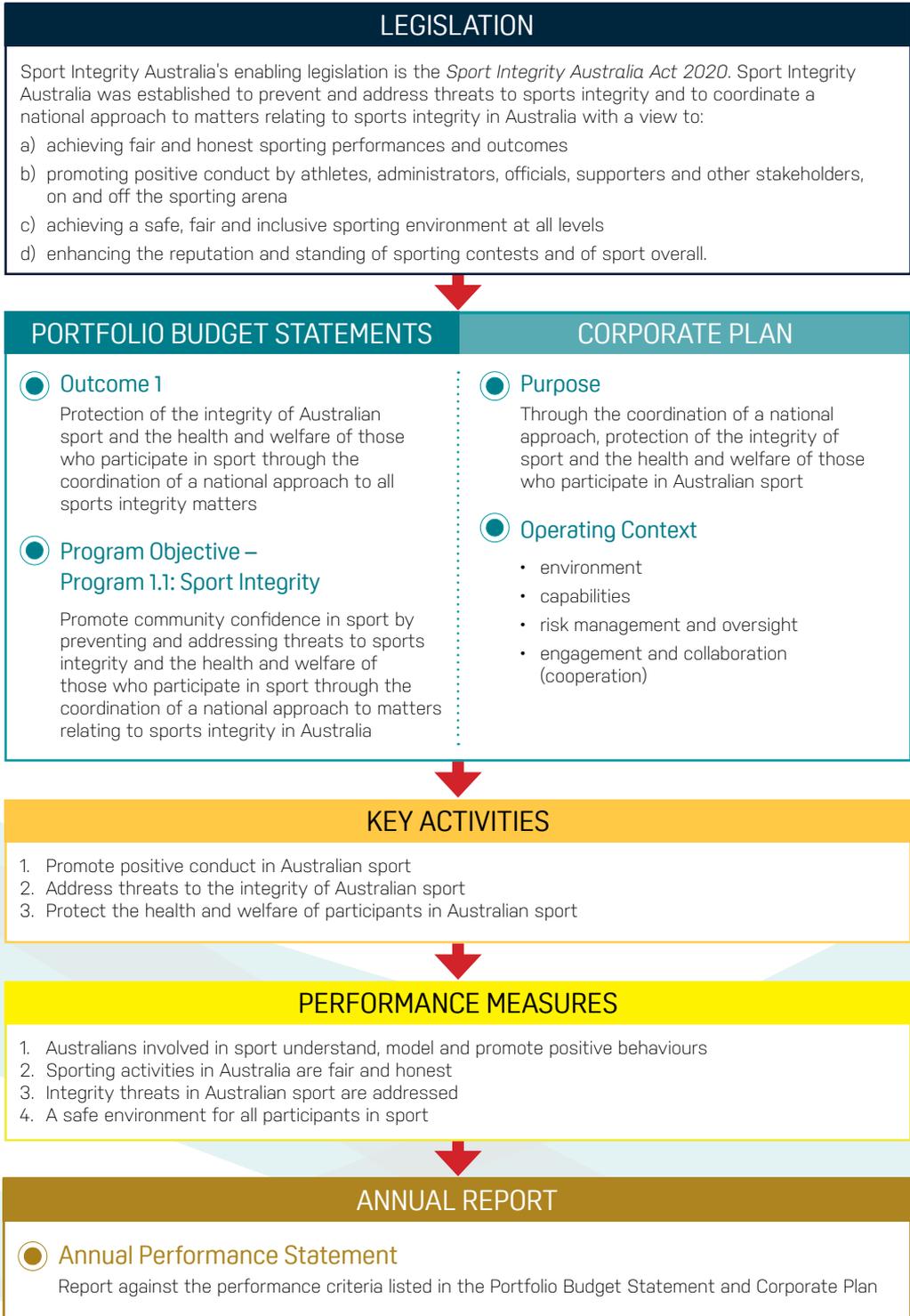
- We are committed to upholding our reputation for integrity and providing professional, impartial and reliable advice and support to our stakeholders.
- We build and maintain strong and collaborative relationships with our stakeholders through regular engagement.
- We have a well-resourced section dedicated to international engagement and have established credibility and strong relationships on the global stage.
- We have a dedicated complaints handling team, with commitment to engage each complainant from start-to-finish.



OUR PERFORMANCE

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.

REPORTING ALIGNMENT



OVERVIEW

Performance information in this Corporate Plan is presented under 3 key activities, 4 performance measures and 7 planned performance results to ensure transparency and accountability, and to clearly demonstrate how we are achieving our purpose. Our 3 key activities align with our Portfolio Budget Statement 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.

We recognise the importance of maturing our performance information and continuing to improve the way we describe and measure success. We have worked to develop performance measures and planned performance results that provide a more meaningful narrative of our performance and appropriately capture the outcomes and impacts we want our key activities to achieve. As we further develop the capabilities aligned with our remit, our data repositories are also being developed or enhanced, as such, our performance reporting is based on the most appropriate and reliable data at this time. For further information on changes made since the 2022–26 Corporate Plan, refer to Appendix 1: Changes to our performance framework.

Our performance framework details how our performance in achieving our purpose will be measured and assessed, and aligns with emerging regulatory requirements. Planned performance results include a mixture of qualitative and quantitative output, effectiveness and proxy efficiency measures to provide a complete picture of our impact. Delivery of our forward years planned performance results is contingent on Australian Government budget commitments.

Performance measures and planned performance results are included in the 2023–24 Health Portfolio Budget Statement and in the performance section of this Corporate Plan. Our 2023–24 Annual Performance Statement, included in the Annual Report, will report on the achievement of our performance measures and provide 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.

We are committed to meeting the Australian Government's expectations for Commonwealth regulator performance as outlined in the Regulator Performance Guide. 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.

Performance information has been designed with respect to our regulatory functions, embedding the best practice principles within our performance framework and aligning each planned performance result with one or more of the best practice principles.

Our regulatory context will be informed by the Ministerial Statement of Expectations and our responding Regulator Statement of Intent which is in development and will be made publicly available on our website once finalised.

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 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

Not met: $< 75\%$ 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 | | | |
| 2023–24 | 2024–25 | 2025–26 | 2026–27 |
| Design a survey to measure behaviours in sport across core sport integrity themes. | Deliver the survey and establish baselines for survey data. | Planned performance result to be set in 2024–25 following measurement baseline established from the sport behaviour survey. | As per 2025–26. |
| <p>Discussion</p> <p>In 2023–24, reporting will be output focused. In 2024–25, a measurement baseline will be established enabling measurement of effectiveness in achieving the performance measure in forward years.</p> | | | |
| <p>Rationale</p> <p>This is a composite performance measure comprising 2 planned performance results (1.1 and 1.2). Each planned performance result will be assessed individually. Refer to the assessment of performance section on page 32 for information explaining how we will report on our performance.</p> <p>Forward years' planned performance results will report an increasing percentage of surveyed individuals involved in sport who understand and demonstrate positive behaviours across core sport integrity themes, including doping, improper use of drugs and medicine, child safeguarding, member protection and competition manipulation.</p> | | | |
| <p>Methodology</p> <p>This planned performance result will be measured against achievement of milestones identified in the project plan.</p> | | | |
| <p>Measure type</p> <p>Output/qualitative.</p> | | | |
| <p>Data/Information source</p> <p>Internal project documentation.</p> | | | |
| <p>Regulator performance principle(s)</p> <p>Principle 1: continuous improvement and building trust. Principle 3: collaboration and engagement.</p> | | | |

KEY ACTIVITY 1: Promote positive conduct in Australian sport

Planned performance result 1.2

| 2023–24 | 2024–25 ¹ | 2025–26 ² | 2026–27 ³ |
|---|---|--|--|
| 88,000 education program completions ⁴ . | 95,000 education program completions ⁵ . | 104,000 education program completions ⁶ . | 113,000 education program completions ⁷ . |

Discussion

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.

Rationale

This is a composite performance measure comprising 2 planned performance results (1.1 and 1.2). Each planned performance result will be assessed individually. Refer to the assessment of performance section on page 32 for information explaining how we will report on our performance.

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.

Methodology

Number of online course completions collected via our learning management system and number of attendees at face-to-face education sessions.

Measure type

Output/quantitative.

Data/Information source

Internal learning management and corporate record management system records.

Regulator performance principle(s)

Principle 1: continuous improvement and building trust.

1 Dependent on continued budget measure funding.

2 Ibid.

3 Ibid.

4 Completions includes online completions and face-to-face attendance.

5 Ibid.

6 Ibid.

7 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

2023–24

2024–27⁸

- a) Develop Sport Integrity Threat Assessment methodology.
- b) Implement a Sport Integrity Threat Assessment across 5 sports.

Implement a Sport Integrity Threat Assessment across 10 sports.

Discussion

In 2023–24, we will develop the Sport Integrity Threat Assessment process and build the capability of our intelligence analysts to conduct sport-specific assessments of the threat environment. We will focus on 5 sports in the first year and increase to 10 further assessments on other sports in subsequent years.

Rationale

This is a composite performance measure comprising 2 planned performance results (2.1 and 2.2). Each planned performance result will be assessed individually. Refer to the assessment of performance section on page 32 for information explaining how we will report on our performance.

Sport Integrity Threat Assessments differ from other general threat assessments in that they are a specific suite of products under the threat assessment banner that will be designed to give an individual assessment for a specific sport across the 4 key threats to sports integrity, as outlined in the *Sport Integrity Australia Act 2020*.

Methodology

Development and implementation of the Sport Integrity Threat Assessment methodology is being designed and managed internally by responsible business areas.

Measure type

Output/qualitative.

Data/Information source

Documentation and data stored in an internal database.

Regulator performance principle(s)

Principle 2: risk-based and data-driven.
Principle 3: collaboration and engagement.

⁸ Dependent on continued budget measure funding.

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

Planned performance result 2.2

2023–24

2024–27

- a) 100% of Australian Sports Commission (ASC) recognised sports' integrity policies are reviewed and benchmarked against best practice standards.
- b) 100% of ASC recognised sports are compliant with anti-doping policy requirements.

As per 2023–24.

Discussion

This planned performance result will look to measure effectiveness in 2024–25 in alignment with changes to the ASC recognition process and subsequent changes to National Integrity Framework policies and integrity policy standards, enabling us to measure the effectiveness of implemented policies within ASC recognised sports.

Rationale

This is a composite performance measure comprising 2 planned performance results (2.1 and 2.2). Each planned performance result will be assessed individually. Refer to the assessment of performance section on page 32 for information explaining how we will report on our performance.

This planned performance result assesses the output of our activities in ensuring sports are compliant with integrity requirements. A target of 100% ensures the least risk to stakeholders in the sport sector and participants in sport.

Methodology

The ASC requires review and benchmarking of recognised sports' policies be conducted annually as part of their recognition agreements. Review and benchmarking are conducted by subject matter teams for each sport policy including safeguarding, competition manipulation and sports wagering, member protection, improper use of drugs and medicine and complaints, disputes and disciplinary action.

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 by the World Anti-Doping Agency and detailed in the Australian National Anti-Doping Policy and in the anti-doping compliance framework which includes guidance over the review and benchmarking process.

Measure type

Output/quantitative.

Data/Information source

The National Sporting Organisations/National Sporting Organisations for People with Disability provide us with their policies annually. Standard operating procedures underpinning the review and benchmarking process are stored in our corporate record management system.

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

| 2023–24 | 2024–25 ⁹ | 2025–26 ¹⁰ | 2026–27 ¹¹ |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| a) 10 threat assessments published. | a) 15 threat assessments published. | a) 20 threat assessments published. | a) 25 threat assessments published. |
| b) 5 analytical reports published. |

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 and the protection from bullying, intimidation, discrimination or harassment in sport.

In 2023–24, we will implement a new operating model which includes an annual operational planning cycle, and an Annual Threats to Sport Integrity Assessment and operations strategy enabling us to apply resources across our full range of functions including prevention, monitoring, detection, investigation and enforcement to prevent and address the use of drugs or doping methods in sport through informed activities. New governance mechanisms and an operational planning framework will translate the threats into targeted collaborative actions across the agency and partners, and into intelligence-informed operational planning and action.

In subsequent years, this planned performance result will look to measure the effectiveness of information shared through published threat assessments and analytical reports.

Rationale

To raise awareness among stakeholders and influence policy and decision making, it is important we conduct analysis on the factors impacting the threat environment in each of these 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 and planning.

In recognising the required capacity of sports and broader industry to respond to 5 in-depth analytical reports, no year-on-year increase of analytical reports has been proposed at this time.

Instead, each year, 5 key sports will be identified to have a Sport Integrity Threat Assessment conducted of the threat environment (see planned performance result 2.1).

Refer to the assessment of performance section on page 32 for information explaining how we will report on our performance.

⁹ Dependent on continued budget measure funding.

¹⁰ Ibid.

¹¹ Ibid.

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

Methodology

Data is extracted from an internal database on a quarterly basis. The complete dataset is extracted at the end of the financial year and verified by responsible business areas.

The total number of threat assessments published includes the Sport Integrity Threat Assessments referenced in planned performance result 2.1.

Threat assessments generally provide an assessment of an emerging or enduring threat posed by, or to, a specific sport, person, cohort or one area of our threat remit. Published threat assessments will provide the reader with information to influence strategy or policy in relation to the threat.

Analytical reports provide a high-level assessment of the broader threat environment, or threats affecting a broad cohort, generally across all aspects of our threat remit to inform our strategy and policy/program direction.

Measure type

Output/quantitative.

Data/Information source

Data sourced from research and stakeholder information. Documentation and data stored in an internal database.

Regulator performance principle(s)

Principle 1: continuous improvement and building trust.

Principle 2: risk-based and data-driven.

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

2023–24

2024–27

- a) The Safeguarding in Sport Continuous Improvement Program (the Program) is effectively delivered and implemented.
- b) Establish measurement baseline data for the Program.

Increasing percentage of sports capable of implementing a safe sporting environment for all participants, of all ages, across all levels of sport.

Discussion

The monitoring and evaluation framework will evaluate the Program between now and the end of 2024. The evaluation is developmental and learnings focused, to enable the ongoing refinement of the Program and determine its effectiveness in building the capacity of Australian sporting organisations to keep all members, including children, safe.

The evaluation will address:

1. efficiency, and the effectiveness of program delivery
2. outcomes, and the extent to which the Program has achieved its stated objectives under Measure 3: Improve child safeguarding in sport, of the First Commonwealth Action Plan to Prevent and Respond to Child Sexual Abuse 2021–2024
3. appropriateness, including strengths and weaknesses of the Program's delivery model and how this might be improved.

Changes to this planned performance result

Additional wording has been added to this planned performance result since publication of the 2023–24 Portfolio Budget Statements. This is to enable measurement of the effectiveness of the Program, in addition to the output of a measurement baseline.

Rationale

This is a composite performance measure comprising 2 planned performance results (4.1 and 4.2). Each planned performance result will be assessed individually. Refer to the assessment of performance section on page 32 for information explaining how we will report on our performance.

Safeguarding in sport is a rapidly evolving area and the evaluation will provide important information on how to improve practice and future government resourcing decisions. We will receive the first interim report into the monitoring and evaluation of the Program in late 2023/early 2024. The interim report will provide progress against the overall evaluation aims, barriers and enablers to achieving the Program's objectives and opportunities for continuous improvement. The interim report will also include a series of in-depth National Sporting Organisations and National Sporting Organisations for People with Disability case studies, designed to understand what is driving successful engagement with the Program and which elements of the Program are contributing to this.

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

Methodology

Target percentage for 2024–27 to be set in 2024–25 once baseline data is established in 2023–24.

A robust monitoring and evaluation framework has been developed through an external provider which, when implemented, will look at the effectiveness of the Program's delivery model, explore ways in which the Program can be improved and determine the extent to which the Program has achieved its objectives.

Measure type

Qualitative and quantitative. Proxy efficiency measure while research is undertaken.

Data/Information source

Monitoring and evaluation of the Program is being conducted by an external provider. Raw data is stored by the external provider in their database, with reports provided to us and stored in our corporate record management system.

Regulator performance principle(s)

Principle 1: continuous improvement and building trust.

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

Planned performance result 4.2

2023–24

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

2024–27

Planned performance result to be set in 2024–25 following baseline established from the Children's Perception of Safety in Sport Research Project in 2023–24.

Discussion

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

- 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
- Theme 5: improving the evidence base, of the First Commonwealth Action Plan to Prevent and Respond to Child Sexual Abuse 2021–2024.

Changes to this planned performance result

Wording of this planned performance result has been modified since publication of the 2023–24 Portfolio Budget Statements due to revision of the research name from 'Voice of the Child' to 'Children's Perception of Safety in Sport'.

Rationale

This is a composite performance measure comprising 2 planned performance results (4.1 and 4.2). Each planned performance result will be assessed individually. Refer to the assessment of performance section on page 32 for information explaining how we will report on our performance.

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 sport through to National Sporting Organisations and National Sporting Organisations for People with Disability.

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

The identification of trends and risks will inform the Safeguarding in Sport Continuous Improvement Program risk identification and mitigations specific to the sport and identify specific trends within sports which will:

- support the development of targeted safeguarding resources
- inform sports of the risk areas identified by their junior participants
- assist sports to mitigate risk
- help sports understand how they can work to keep children safe while attending sporting activities
- assist National Sporting Organisations and National Sporting Organisations for People with Disability with implementing the National Principles for Child Safe Organisations.

Methodology

An external research provider will utilise an annual survey tool to gather data from a sample of children and young people who represent current junior sporting demographics across Australia.

Measure type

Output/quantitative and qualitative

Data/Information source

Reports will be provided to us and stored in our corporate record management system. 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*.

Regulator performance principle(s)

Principle 1: continuous improvement and building trust.

APPENDICES

APPENDIX 1: CHANGES TO OUR PERFORMANCE FRAMEWORK

Due to the agency's infancy when performance measures were created in 2021, measures were designed with the intent to collect and analyse data based on our first 2 years of operation to inform future planned performance results.

Our performance information has changed considerably for the 2023–24 financial year due to an extensive project driven by our intent to strengthen the quality of our performance information and identify reliable and verifiable methodologies allowing for a clear, consistent and unbiased assessment of performance over time.

This Corporate Plan captures these changes, including consolidating 8 key activities into 3 and simplifying our framework by removing strategic goals and strategic objectives and instead, linking performance measures and planned performance results to our revised key activities in line with section 16EA(a) of the Public Governance, Performance and Accountability Rule 2014.

Our 4 revised performance measures have been designed to be high level and include planned performance results within each measure reflecting activities we undertake to achieve our purpose.

In maintaining a clear line of sight between old and new performance information, the following table outlines the changes made to components within our performance framework from 2022–23 to 2023–24.

| Component | Published in 2022–26 Corporate Plan | Modified in 2023–27 Corporate Plan |
|-----------------------|---|---|
| Key activities | <ul style="list-style-type: none"> • Deliver an innovative and informed anti-doping program • Provide a transparent, independent assessment and review process to address integrity issues • Assist Australia to ratify the Council of Europe Convention on the Manipulation of Sports Competitions (Macolin Convention) • Develop and implement the Australian Sports Wagering Scheme for Australian Sport • Advocate for National Sporting Organisations and National Sporting Organisations for People with Disability to adopt and implement a comprehensive National Integrity Framework • Establish a national platform for information sharing with all partners to address integrity threats/risks • Establish a Whistleblower Scheme to enable confidential reporting of integrity threats • Advocate a culture of child safeguarding and member protection across all levels of sport | Consolidated into: <ul style="list-style-type: none"> • Promote positive conduct in Australian sport • Address threats to the integrity of Australian sport • Protect the health and welfare of participants in Australian sport |

| Component | Published in 2022–26 Corporate Plan | Modified in 2023–27 Corporate Plan |
|-----------------------------|---|---|
| Strategic goals | <ul style="list-style-type: none"> • Improve the global response to sports integrity • Promote ourselves so people recognise who we are, what we do and why it matters • Enhance knowledge and capability of our stakeholders to strengthen the response to integrity threats in sport at all levels • Listen to and support all sport participants | Consolidated into revised key activities |
| Strategic objectives | <ul style="list-style-type: none"> • Adapt to our environment. • Strengthen our environment. • Address threats to our environment | Consolidated into revised key activities |
| Performance measures | <p>Portfolio Budget Statement:</p> <ul style="list-style-type: none"> • 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 <p>Corporate Plan:</p> <ul style="list-style-type: none"> • 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 | <p>Replaced by:</p> <ul style="list-style-type: none"> • 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 <p>Performance measures no longer differ between the Portfolio Budget Statement and Corporate Plan</p> |

APPENDIX 2: LIST OF REQUIREMENTS

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

- subsection 35(1) of the *Public Governance, Performance and Accountability Act 2013*
- subsection 16E(2) of the Public Governance, Performance and Accountability Rule 2014.

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

| Requirements | Page(s) |
|---|---------|
| Introduction | |
| Statement of preparation | 2 |
| The reporting period for which the plan is prepared | |
| The reporting periods covered by the plan | |
| Purposes | 5 |
| Key activities | 6 |
| Operating context | |
| • Environment | |
| • Capability | |
| • Risk oversight and management, including key risks and its management | 13–26 |
| • Cooperation | |
| • Subsidiaries (where applicable) | |
| Performance | |
| • Performance measures | 28–42 |
| • Targets for each performance measures (if reasonably practicable to set a target) | |

From the artist

My name is Chern'ee Sutton and I am a contemporary Indigenous artist from the Kalkadoon people, this painting is my interpretation of Sport Integrity Australia and their reconciliation journey.



In my painting the large community symbol in the centre represents Sport Integrity Australia. Within this community symbol is Australia, which represents how Sport Integrity Australia is a single nationally coordinated organisation to address all sport integrity issues. Their main office is located in Canberra, which is represented by the small community symbol within Australia.

The large yellow circle that surrounds Sport Integrity Australia's community symbol represents the sun, as well as Sport Integrity Australia's focus.

'Our focus is policy development, intelligence, investigations, education, outreach, and capability building. The agency will continue to function as Australia's national anti-doping organisation.'

The white dots that emanate from the sun represent the dynamism and energy created from all sports across the nation and the far-reaching effects this has.

The three community symbols in yellow and white around the painting represent the many communities and regions where the athletes travel from and call home. From the coasts and rivers in the bottom left, to the rainforest and the bush in the top left, to the mountains and the outback in the bottom right. The footprints that travel from each community symbol to the centre community symbol represent the athletes coming together to enjoy sport, as well as their journeys.

The three white symbols surrounded by U's represent the three pillars which are part of Sport Integrity Australia's culture blueprint; Inclusion, Trust and Respect. These pillars are connected to Sport Integrity Australia's community symbol through travelling lines.

The eight aqua and white stars around the painting represent some of the many things that Sport Integrity Australia does. This includes the National Integrity Framework, anti-doping, Therapeutic Use Exemptions, education, intelligence, match-fixing, safeguarding and sports wagering.

The rainbow serpent and the two handprints containing the Aboriginal and Torres Strait Islander flags represent Aboriginal and Torres Strait Islander culture and history that has been a part of our land for at least the last 65,000 years, with the eagle feathers acknowledging the traditional custodians of Canberra, the Ngunnawal people. Lastly, the kangaroo and emu footprints represent the Reconciliation Action Plan Working Group and how they are helping Sport Integrity Australia move forward.



**SPORT INTEGRITY
AUSTRALIA**

WWW.SPORTINTEGRITY.GOV.AU