

SAFE
FAIR
INCLUSIVE



Australian Government
Sport Integrity Australia



SPORT INTEGRITY
AUSTRALIA

CORPORATE PLAN

2026–2027



ACKNOWLEDGEMENT OF COUNTRY

Aboriginal and Torres Strait Islander peoples have maintained continuous connections to Country, culture and community for more than 65,000 years, making them the world's oldest continuing living cultures.

In the spirit of reconciliation, Sport Integrity Australia acknowledges the Traditional Owners and Custodians of Country throughout Australia and their deep and enduring connections to land, waters, skies and communities. We pay our respects to Elders past and present, and extend that respect to all Aboriginal and Torres Strait Islander peoples.

We recognise the privilege of not only working, but also playing, training and celebrating sport on lands that have been cared for by First Nations peoples for tens of thousands of years. These lands are more than sporting fields; they are places of cultural significance, history and unbroken connection to Country.

We honour the rich sporting traditions that existed long before colonisation and continue to thrive today. We celebrate the power of sport to bring people together, advance reconciliation, and help build a more inclusive and equitable future. We also recognise and celebrate the outstanding contributions that Aboriginal and Torres Strait Islander peoples make to sport at all levels across Australia.



Artwork by Chern'ee Sutton

VALUES

Our work is driven by a strong set of shared values – Accountability, Respect, Collaboration, Trust and Inclusion. These values reflect what we stand for and aspire to; they are the cornerstone of our identity and guide our decision-making and actions. They also underpin our commitment to reconciliation.

Respect calls us to honour Aboriginal and Torres Strait Islander peoples' histories and cultures.

Collaboration and Inclusion guide us in building genuine partnerships and creating equitable opportunities.

Trust and Accountability ensure we uphold this responsibility with authenticity.

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STATEMENT OF PREPARATION

I, Sarah Benson, as the accountable authority of Sport Integrity Australia, present the Sport Integrity Australia 2026–27 Corporate Plan, which covers the period 2026–30, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.



MESSAGE FROM THE CEO

Dr Sarah Benson PSM



"Sport Integrity Australia exists to protect sport now and into the future. Our goal is for sport in Australia to be safe and fair, where everyone is included and protected at all levels. We aim to lead a sport integrity landscape where sport and athletes engage, trust and have confidence in us to meet integrity challenges."

Our 2026–27 Corporate Plan sets out how we will deliver and measure success on our strategic goals and our responsibilities to strengthen integrity outcomes for Australian sport.

Sport operates in an increasingly complex and evolving environment. Integrity threats, including doping, abuse, discrimination, online harms and competition manipulation, continue to challenge community confidence in sport and also affect the participation, performance and health and wellbeing of those involved. In response, we are focused on delivering practical, system-wide outcomes that protect participants, ensure fair competition and uphold public trust in sport.

I am committed to leading our agency in working collaboratively across government and the sporting system to achieve both our strategic goals and shared objectives. This includes coordinating a national approach to integrity threats, strengthening integrity capability at all levels, enhancing prevention measures, and preparing for emerging and future risks.

Safeguarding all people in sport remains a key priority. We are committed to promoting environments where everyone is treated with respect, and where risks of bullying, harassment, discrimination and abuse do transpire, these are addressed in a transparent and timely manner. This includes a continued focus on protecting children and population groups targeted with abuse, and a culturally informed, person-centred approach to integrity risks impacting these diverse communities across the sporting system.

We uphold the responsibility for Australia's **anti-doping program** and will continue to work with the World Anti-Doping Agency and international and domestic partners to strengthen anti-doping frameworks to increase public trust, and address risks driven by new methods and societal influences on doping in sport.

We will continue to lead the ratification of the Council of Europe Convention on the **Manipulation of Sports Competitions** (Macolin Convention) to prevent, detect and respond to competition manipulation and sports betting-related corruption. We will also continue to enhance international and domestic cooperation through the global network of National Platforms for sharing intelligence and directly support the introduction of new National Sport Integrity Offences.

We remain committed to continuously evolving and strengthening integrity frameworks and capability across sport, enhancing transparency and accountability and contributing to improved integrity capability across the Asia-Oceania region in the lead up to the Brisbane 2032 Olympic and Paralympic Games and beyond.

We will continue to review and evolve our performance measurement frameworks to ensure we are effective, efficient and meet our regulatory obligations and operational guidelines, as informed by independent audits and inquiries, and regular internal reviews.

I am proud to lead an agency of committed staff who demonstrate the values of accountability, respect, collaboration, trust and inclusion in undertaking their roles.

A handwritten signature in black ink, appearing to read 'SBenson', with a stylized, cursive script.

Dr Sarah Benson PSM

Chief Executive Officer

OUR PURPOSE, VISION AND KEY ACTIVITIES

OUR PURPOSE/OUTCOME STATEMENT

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

OUR VISION

Safe, fair and inclusive sport for all.

KEY ACTIVITIES

We achieve our purpose through 3 key activities:

1

Key activity 1
Promote positive conduct in Australian sport



2

Key activity 2
Address threats to the integrity of Australian sport



3

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



Our new Strategic Plan, to be launched in 2026–27, will establish our long-term direction and priorities. Our key activities will demonstrate how we will deliver against those priorities, providing a clear link between strategic intent and operational delivery. Together, they will support a coordinated approach to achieving our purpose and intended outcomes for a clean, safe, fair and inclusive sport environment.

Key activity 1: Promote positive conduct in Australian sport

We play a vital role in educating and empowering the sporting community to keep sport safe, fair and inclusive at all levels. Protecting the integrity of sport is a shared responsibility and needs a whole of system approach. We work collaboratively with sporting organisations and stakeholders to promote positive conduct among participants from community-level sport through to elite levels.

To support our vision, we work with each Australian Sports Commission (ASC) Recognised National Sporting Organisation (NSO)/National Sporting Organisation for People with Disability (NSOD) to develop a tailored integrity education plan which includes required and recommended education for participants across all levels of sport.

To support these plans, we also deliver a range of education resources and interventions designed to encourage positive behaviour, reinforce a zero tolerance for harm to children, discrimination, bullying, harassment and racism, and help prevent threats to the integrity of sport like doping and competition manipulation.

Our audiences include athletes, their parents, sport administrators, coaches, support personnel, volunteers, educators and other communities. Activities include face-to-face education sessions, outreach events, online webinars, eLearning courses, written resources (factsheets, guides), mobile apps, media stories, videos and interviews.

These activities are also promoted through external communication campaigns and channels, such as our website, magazine, podcast and social media platforms.

Through these activities, we:

- ensure athletes, administrators, volunteers, coaches and support personnel are aware of their rights and responsibilities when it comes to safe, fair and inclusive sport
- empower the sporting community to speak up and report concerns
- promote positive behaviours in sport by providing practical tools, resources and guidance to enable the sporting community to be compliant with integrity policies
- prevent misconduct by building strong sporting cultures which value integrity
- track changes in behaviours and attitudes over time, supporting more proactive identification of risks and targeted interventions to promote positive conduct.

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

Threats to the integrity of Australian sport are defined in the *Sport Integrity Australia Act 2020* and 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.

We lead Australia's response to competition manipulation as the National Platform for information sharing; bringing together partners domestically and internationally to detect, assess and respond to suspicious betting activity. We support and coordinate the identification, disruption and prevention of match-fixing and sports betting-related corruption and are well advanced in co-ordinating the drafting of amendments to the *Criminal Code Act 1995* to enact sport integrity offences in Australia. We work with sports, wagering service providers, regulators, law enforcement and international partners to develop policy and guidance, intelligence, education and awareness products and programs, and information sharing arrangements to protect the integrity of Australian sporting competitions.

To address integrity threats to sport in Australia, it is critical we establish a central information gathering, analysis, dissemination and coordination capability. Through our Law Enforcement Partnership Program, we coordinate elements of information sharing relating to sports integrity. The National Strategy for Information Sharing outlines our commitment to legally share information with law enforcement agencies and, where appropriate, receive information in return.

As Australia's National Anti-Doping Organisation (NADO), we implement the World Anti-Doping Code (WADC) in Australia, 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 collect, assess and share intelligence with our partners and the sporting community to develop opportunities to conduct deterrence, detection, disruption and enforcement activities. Our anti-doping program is consistent with international requirements and Australian legislation. We administer the Australian National Anti-Doping Policy and work with sporting organisations to adopt and implement the policy to ensure Australian sporting participants are bound by the WADC, as well as delivering anti-doping education at all levels of sport. We prioritise continuous improvement in the way we deliver the program to keep athletes safe, introducing new processes and capabilities and finding creative ways to engage with and educate athletes. We will continue to support the athlete voice and educate the Australian sporting community.

To address risks such as abuse, bullying and harassment, we administer the National Integrity Framework (NIF), a suite of policies for eligible organisations to keep sport

safe, fair and inclusive. We have also developed the Sport Integrity Policy Standards (Standards) that closely align to the NIF but offer an alternative pathway for eligible organisations to have their policies assessed and benchmarked against best practice standards. All eligible organisations, including ASC recognised NSOs/NSODs and their members, commit to following the standards of behaviour required by the NIF and Standards when it comes to their conduct in sport.

There are 5 policy templates which make up the NIF:

- Safeguarding Children and Young People Policy
- Participant Protection Policy
- Improper Use of Drugs and Medicines Policy
- Competition Manipulation and Sports Betting Policy
- Complaints, Disputes and Discipline Policy

In addition to setting policy, we also manage independent complaint handling on behalf of sports that adopt the NIF, for matters relating to safeguarding children and young people, and discrimination based on protected characteristics. This involves using preventative strategies, such as education, to promote, address and change behaviour. It also includes investigating high-risk behaviour to determine whether an integrity policy breach has occurred. We provide resources and expertise to support sporting organisations to enhance their complaint management frameworks to promote consistent, timely and proportionate resolution of concerns.

We also fund the National Integrity Manager (NIM) program to enhance the integrity capabilities of sports that have adopted the NIF. The program provides direct support to NSOs and NSODs to enhance their integrity capability through a national network of integrity managers, connected through quarterly forums, comprehensive induction training and ongoing education and professional development opportunities.



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

All participants involved in sport have the right to participate in a safe, fair and inclusive environment. Embedding safeguarding practices is in the best interest of sporting organisations nationally. In some states and territories, sporting organisations also have a legislative obligation to embed these practices to help build their capability in creating a safe sporting environment.

We have a particular focus on supporting sports to ensure that all children in sport are safe and protected from harm. A flagship program to support sporting organisations with their child safeguarding responsibilities is the Safeguarding in Sport Continuous Improvement Program (SISCIP) where we work with NSOs/NSODs and State Sporting Organisations (SSOs)/State Sporting Organisations for People with Disability (SSODs). The SISCIP assesses sports' current policies, processes and practices against the National Child Safe Principles framework and demonstrates the maturity of integrity capabilities across the sector. Once the assessment is completed, the sport is provided with a strengths-based summary report and action plan to build on existing practices within the sport and provide ongoing support, education and resources. The SISCIP aims to create genuine cultural change at all levels of sport by embedding best practice for NSOs/NSODs, SSO/SSODs and affiliated sporting bodies. The SISCIP supports the approach to enhance the safety of children and participants in sport in Australia by promoting a nationally consistent approach across the sector and driving greater accountability for continuous improvement and the maturing of safeguarding practices.

In addition to the SISCIP, we also support sporting organisations with responses to critical child safeguarding incidents, often involving law enforcement, to ensure that participants are safe and responses appropriate and in line with reporting requirements. We also provide a range of safeguarding education interventions and resources including checklists, fact sheets, risk templates, guidance documents, webinars, eLearning courses and face-to-face sessions.

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



OPERATING CONTEXT

OUR ROLE

We prevent and address threats to sports integrity and 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 central 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 (NADO), providing a comprehensive anti-doping program for the Australian sporting community and administering the National Integrity Framework (NIF), 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* (PGPA Act).

Inclusion, culture and safety – protecting sport for all Australians

We are working toward a nationally-coordinated response to integrity threats to Aboriginal and Torres Strait Islander people, those from culturally and linguistically diverse backgrounds, people with disability, LGBTI+ people, and women and girls across all levels of sport in Australia through the Culture and Safety Strategy (the Strategy), directly linked to and supporting each of our 3 key activities.

Since the Safety in Sport division was announced by the Hon Anika Wells MP, Minister for Communications and Minister for Sport, in September 2022, we have worked with our Culture and Safety Advisor, Patrick Johnson, and external stakeholders to learn what is working well, where we can do better and provide advice and oversight of agency initiatives.

The Strategy is a co-designed framework aiming to enhance the current integrity system by expanding our capability to address the threats of racism, discrimination, bullying, harassment, and abuse; provide a safe, fair and inclusive system that supports wide-reaching cultural change within sport; and ensure all those involved in Australian sport feel safe, respected and culturally included.

The vision is to transform the culture of sport by embedding culturally safe practices and protocols that foster respect, inclusion and belonging across Australian sport.

The Strategy is based on 4 key pillars:

- 1. Embed culturally safe practices and protocols:** partnering with a number of agencies, including Australian Sports Commission (ASC), National Sports Tribunal (NST), Play by the Rules, Multicultural Australia, community organisations, 13 YARN and sports key partners to inform policies, programs and services so that they are culturally sensitive and listening to the voice of people from First Nations and diverse backgrounds to inform and shape our work.
- 2. Understand, articulate and address Sport Integrity Australia's integrity framework:** strengthening the reporting, investigation and wellbeing support for diverse groups through trauma-informed approaches and drawing intelligence and insights from sports around addressing integrity threats, including racism and discrimination, and removing barriers to participation.
- 3. Collaboratively driving cultural change across the sport ecosystem:** including research and data collection in partnership with the sector and listening to people from First Nations and diverse backgrounds to inform and shape our work.
- 4. Promote diversity in leadership:** calling out racism, sexism and homophobia, and promoting awareness through education, culturally safe practices and protocols, increasing awareness of integrity rights and responsibilities for sports leaders and embedding elements of our Empowering Women and Girls in Sport Integrity Program.

Several initiatives already underway will continue to inform, guide and embed culturally safe practices within our agency and across the sport sector. This includes the Culture and Safety Advisory Committee, made up of expert individuals from First Nations and diverse backgrounds with lived experience. The membership will continue to provide guidance, expertise and a voice for those from diverse groups to inform and shape the Strategy and our activities.

As Australia prepares for Brisbane 2032, we will continue to champion a sporting environment that is safe, fair, inclusive and free from racism and discrimination. Through continued engagement with athletes, sporting organisations, governments and communities, we will support sector-wide efforts to strengthen cultural safety, accountability and inclusion. Building on the inaugural Racism and Racial Discrimination in Sport Roundtable, a series of targeted engagements in 2026–27 will help drive collaboration, inform policy development and support meaningful system-wide change.



Women and girls in sport

The Empowering Women and Girls in Sport Integrity Program (the Program), is designed to address the unique integrity threats faced by women and girls in sport in Australia, ensuring a proactive and coordinated approach to prevent and respond to integrity threats at all levels of sport.

The Program was announced by the Hon Anika Wells MP, the Minister for Communication and the Minister for Sport, on 8 January 2024, and is supported by a \$1.125 million Federal Government investment over 5 years. The Program supports the creation of safer, more inclusive environments where women and girls can thrive at all levels of sport.

The Program's strategy seeks to support and encourage women and girls' participation and sustained leadership in all aspects of sport and uses evidence-based research to inform future policy and procedure. Inter-agency working groups, and regular coordination across our agency and government support the delivery of the Program.

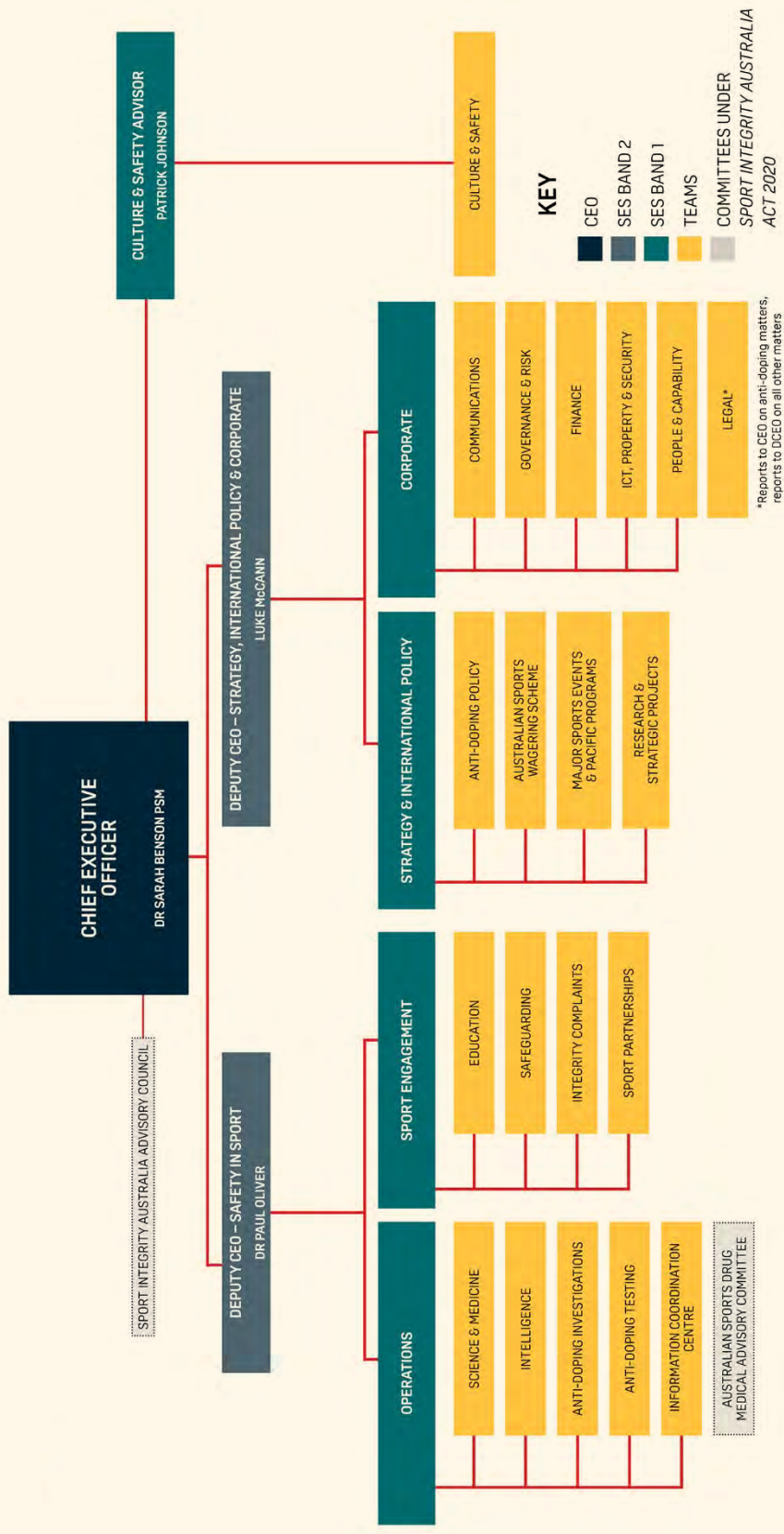
The Program is based on 4 key pillars:

- 1. Support women in leadership by strengthening integrity environments:** In partnering with key stakeholders, the Program aims to strengthen the integrity environment for women and girls in sport by influencing and enhancing positive behaviours from those in key leadership positions down to grassroots participants. We aim to remove integrity threats (such as discrimination, harassment and abuse) that impact leadership culture and create barriers for women entering and remaining in long term leadership roles.
- 2. Empower through education:** ensuring a women and girls lens is applied to the development and delivery of integrity education, helping to deter and prevent integrity threats that create barriers for women and girls.
- 3. Influence through partnership:** partnering with other women and girls' initiatives across government, sport, industry and business to embed integrity initiatives to proactively address integrity threats to women and girls.
- 4. Understand and strengthen the integrity environment:** undertaking intelligence assessments of the environment, collaborating with key stakeholders to collate current practices and risks, identifying research priorities and partnering in research to inform future policy, procedures and education to proactively strengthen the sport integrity environment. The Program also ensures integrity issues impacting women and girls in sport are embedded into existing initiatives and identify new areas for collaboration to protect women and girls in sport.

The Program is positioned to deliver measurable improvements in the safety, inclusion, and integrity of sport environments for women and girls. It supports the Australian Government's broader gender equity agenda and contributes to the Brisbane 2032 Olympic and Paralympic Games legacy goals of embedding systemic change across the sport ecosystem. The Program complements activity across government, sport and community sectors to expand opportunities for women and girls.



OUR ORGANISATIONAL STRUCTURE



OUR ENVIRONMENT

We operate in a diverse, challenging and uncertain global context. The global anti-doping framework, overseen by the World Anti-Doping Agency (WADA), is mature, well connected and effective. While there are some international comparators, Australia remains unique in its national approach to addressing sport integrity through a single agency. We work closely with our international counterparts to continually strengthen our awareness of emerging risks and better practice, and to adopt approaches that support sports in keeping sporting environments clean, safe, fair and inclusive.

There are a number of measures we are taking to strengthen our environment and enhance the effectiveness of our work to address competition manipulation and sports-betting related corruption, including:

- enhancing domestic and international cooperation in the fight to combat competition manipulation through ongoing engagement with the Macolin Convention community
- embedding Australia's National Platform to proactively share intelligence and information with our partners
- facilitating the National Match-fixing Taskforce for major sporting events
- working with partners across the Pacific to strengthen sport integrity capability and capacity through education, communication and targeted initiatives, supporting sustainable sport integrity outcomes and the delivery of Brisbane 2032.

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

We continue to learn about the sport integrity environment both through our work within Australia and increased focus internationally. This environment is rapidly evolving through the increased global interest in child safeguarding and member protection issues and establishment of sports integrity bodies around the globe. We need agility and adaptability to meet these challenges head on while also managing the expectations of a diverse stakeholder group.

ENGAGEMENT AND COLLABORATION

We recognise that protecting sport requires a collective effort. Our engagement model, including formal partnerships and Memoranda of Understanding (MOU), leverages the expertise of stakeholders across sports organisations, participants, law enforcement, governments and international partners. Insights gained through these engagements inform our strategic approach across all areas of operation.

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

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

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

Government and sport sector

We coordinate and report on how integrity is implemented and embedded across initiatives referenced in Australian Government Sport-Related Strategies, including Australia's National Participation Strategy (Play Well), HP2032+ Sport Strategy (Win Well), National Sport Strategy (Sport Horizon), Sport Diplomacy 2032+ and Major Sporting Events Legacy Framework.

We work closely with National Sporting Organisations (NSOs) and National Sporting Organisations for People with Disability (NSODs) to understand each sport's unique integrity challenges and to support building capability across the sector. Engagement includes the CEO Sport Integrity Forum and regular scheduled meetings with NSOs and NSODs.

We facilitate a range of forums, networks and sector events to strengthen collaboration, support stakeholder engagement, and drive consistent uplift in integrity capability across the sport sector. These include the Jurisdictional Sport Integrity Network, State and Territory Sport Partners meeting, the Sport Sector Advisory Group on Education, and events focused on key integrity challenges such as illicit drugs, online safety, law enforcement partnerships and emerging threats to sport.

Integrity partnerships and regulatory agencies

Through the NIF, we manage eligible complaints aligned with Australia's international human rights obligations, such as those relating to safeguarding children and young people, discrimination and abuse against people with disability. For matters outside our scope, we provide process and policy advice and have developed tools, including a complaints categorisation model and investigations toolkit to assist sports in managing complaints.

Noting the broad range of sports integrity threats under our remit, we work closely with law enforcement, border protection agencies, regulatory agencies, wagering service providers, academic institutions, the eSafety Commissioner, human rights agencies, and the health sector. We refer integrity matters reported to us to these other agencies as required who can take relative, or in some cases, complementary action under their own jurisdiction to achieve proportionate outcomes. This includes passing integrity information reported to us to police agencies who may commence a criminal process.

Community and inclusion

As part of our commitment to ensuring a safe, fair and inclusive environment for all within sport, we actively engage with diverse community groups, including but not limited to the Culture and Safety Advisory Committee and partners like Pride in Sport, Disability Sport Australia, and First Nations Elders and Traditional Owners. This engagement is essential to shaping and guiding our work to call out and address discrimination, bullying and harassment. We will continue to actively draw on community knowledge and lived experience to ensure our initiatives are fit for purpose, culturally safe and co-designed in ways that reflect what works for and with community.

Major sporting events and high-performance sport

We provide support to sport sector stakeholders to embed sport integrity into the planning, delivery and legacy of major sporting events hosted in Australia. We also engage with high-performance partners to integrate best-practice integrity frameworks as Australian teams prepare for and compete in multi-sport pinnacle events. We do this by:

- identifying and addressing gaps in integrity capability and capacity
- providing policy expertise
- developing bespoke integrity education initiatives
- coordinating and supporting relationships with relevant government, industry and sport partners
- promoting communication and awareness initiatives
- supporting integrity across the Oceania Region as Australia prepares for Brisbane 2032 Olympic and Paralympic Games.

And engaging with:

- Pacific stakeholders including Government, National Olympic and Paralympic Committees and NADOs
- Sport Integrity Commission New Zealand
- Department of Foreign Affairs and Trade (DFAT)
- Australian Sports Commission (ASC)
- National Institute Network (NIN)
- Australian Federal Police (AFP)
- Australian Olympic Committee (AOC)
- Commonwealth Games Australia (CGA)
- Paralympics Australia (PA).

Athlete engagement and advisory groups

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, the Youth Advisory Reference Group and Clean Sport Educators. Their insights and advice help us understand how best to support athletes in making the right decisions, how integrity policies impact them, and how to deliver fit-for-purpose education and prevention programs.

We remain committed to conducting 2 major studies into safety in sport, each designed to amplify the voices of athletes and other sport participants. Both studies will continue over a 5-year period to help us understand whether the culture of sport is changing and to track improvements in safeguarding capability over time.

Research and longitudinal studies

- 1. The Positive Behaviours in Sport Study (PBSS)** establishes a national baseline on experiences, attitudes and integrity risks across all levels of sport. Insights from the study are supporting more targeted interventions and helping to strengthen confidence, reporting and perceptions of safety and fairness across the sector.
- 2. The Hear Me Play – Youth Perceptions of Safety in Sport Study** focuses on the experiences of children and young people, finding that while most feel safe and supported, exposure to inappropriate behaviour can become normalised over time. This reinforces the importance of ongoing education, particularly to support safeguarding practices and promote appropriate behaviours in sporting environments.

International engagement and representation

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

These relationships relate to:

- World Anti-Doping Agency (WADA) decision making bodies, committees and expert advisory, and working groups
- Group of Public Authorities on WADA decision-making bodies (OneVoice)
- Oceania Regional Anti-Doping Organisation (ORADO)
- Institute of National Anti-Doping Organisations (iNADO)
- International Anti-Doping Arrangement (IADA)
- International Testing Agency (ITA)
- International Partnership Against Corruption in Sport (IPACS)
- United Nations Educational, Scientific and Cultural Organization (UNESCO)
- United Nations Office on Drugs and Crime (UNODC)
- European Union Agency for Law Enforcement Cooperation (Europol)
- International Criminal Police Organization (INTERPOL)
- Council of Europe (COE)
- Group of Copenhagen (GoC)
- Commonwealth Advisory Body on Sport (CABOS)
- International Safeguards for Children in Sport initiative
- Global Network of National Sport Integrity Agencies (GNNSIA)
- Other international counterpart anti-doping and integrity agencies.

OUR STAKEHOLDERS

CIVIL SOCIETY (COMMUNITY)

- Academic Institutions
- Wagering Service Providers
- Diversity, Equity & Inclusion Partners
- Disability Sector
- Health Sector

LAW ENFORCEMENT

- Major Events / Games Partners
- Australian Federal Police
- State/Territory Police
- International Police Agencies
- Border Protection Agencies
- National/International Intelligence Agencies

INTERNAL

- Athlete Advisory Group
- Young Athlete Reference Group
- Culture and Safety Advisory Committee
- Advisory Council
- Australian Sports Drug Medical Advisory Committee

SPORT

- Minister for Communications and Minister for Sport
- National Sporting Organisations/ National Sporting Organisations for Disability
- Athletes and participants
- National Integrity Managers / State Integrity Managers
- State Institutes and Academies of Sport

ANTI-DOPING

- World Anti-Doping Agency (WADA)
- Oceania Regional Anti-Doping Agency (ORADA)

GOVERNMENT

- Office for Sport
- Australian Sports Commission
- National Sports Tribunal
- State/Territory Government
- Regulatory Agencies



OUR CAPABILITIES

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

People

Our people are central to delivering our priorities. Continued investment in workforce capability and attracting talent ensures we are well positioned to achieve our strategic objectives.

We will continue to invest in our people, as our most important asset, building a capable, agile and future-ready workforce that can respond to an evolving operating environment, including preparation for the Brisbane 2032 Olympic and Paralympic Games.

We are strengthening organisational capability through the development and implementation of a contemporary People Strategy and Workforce Plan, ensuring we have the right capability, capacity and workforce composition to meet current and future needs, including growing specialist and technical expertise.

We will uplift leadership and management capability through the launch of a refreshed Leadership Framework and the development of a Senior Executive Service Performance Framework, supported by targeted development initiatives to build strong, accountable and high-performing leaders at all levels.

We are reviewing our people policies, systems and processes to ensure they remain contemporary, fit-for-purpose and support a positive employee experience. This will be complemented by a Diversity, Equity and Inclusion (DEI) Strategy and initiatives led by our DEI and Workplace Culture Committee groups. These efforts will strengthen cultural competence, recognise and celebrate Days of Significance, and foster an inclusive workplace where diversity is valued and all employees can contribute and perform at their best.

Together, these initiatives will support a high-performing, value-driven agency, positioned to meet future challenges and deliver on our strategic objectives.

Strategic Commissioning Framework

In line with the Strategic Commissioning Framework, our core work is primarily undertaken by Australian Public Service employees to build organisational capability, with reliance on external labour already low. Through our People Strategy and Workforce Plan, we will strengthen capability in critical work areas to further reduce the need for external labour. Where external labour is engaged, it is limited to specialist expertise or short-term surge requirements and is used in accordance with the Strategic Commissioning Framework.



Technology

We continue to deliver strong technical capability and the intelligent use of data to make informed decisions. We invest significantly to enhance both our ability to detect threats and to provide athletes with engaging platforms to help them make more informed choices. We will continue to explore how to best harness the power of our 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.

Over the next 12 months, we aim to:

- continue to improve our artificial intelligence (AI) knowledge and data analysis capabilities
- use AI and advanced technologies to enhance our activities with strong governance in place
- continue to experience increased productivity with our improved information case management system
- improve information and data handling, storage and retrieval
- enhance integration between our systems.

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, which includes a Risk Management Policy, is aligned with the PGPA Act 2013 and the Commonwealth Risk Management Policy, supporting effective risk management to protect the agency, inform decision-making and maintain critical business functions. We continue to strengthen this framework to ensure our enterprise risks remain current, relevant and responsive to a changing operating environment.

Our CEO has overarching responsibility for overseeing our enterprise risk management arrangements, supported by our Chief Risk Officer and Executive Committee, which acts as the Risk Management Committee and provides oversight through regular discussion of risk. 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.

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.

Table 1 shows the alignment of our enterprise risks and mitigation strategies with our 7 risk themes.

Table 1: Our risk environment

ENTERPRISE RISK THEME	ENTERPRISE RISK	KEY MITIGATION STRATEGIES
Financial	Ineffective management of financial resources to deliver on Government priorities	Staff are enabled to manage financial resources through effective internal budgeting and expenditure controls
Integrity	Fraudulent or corrupt behaviour by a staff member and/or third party	Fraud and corruption is prevented through education, oversight, reporting processes, and compliance with applicable whole-of-government requirements and obligations. These activities also support our ability to detect and respond accordingly
	We fail to comply with whole of government obligations	Compliance with whole-of-government obligations is maintained through documented policies and procedures, delegated authorities, segregation of duties, compliance and assurance activities, and oversight by the Accountable Authority and Audit and Risk Committee
People	Inability to manage the capability and capacity of the agency's workforce in order to achieve Government priorities	Workforce capability is supported through effective recruitment and onboarding practices, annual performance management, and targeted learning and development programs
	Inability to maintain the safety and wellbeing of our own people	Safety and wellbeing of our staff is maintained through established governance, incident reporting, mandatory training, employee support services, and specialist Work Health and Safety (WHS) case management and rehabilitation expertise
Regulation	We fail to comply with regulatory obligations	Our regulatory obligations are maintained through documented policies and procedures, delegated authorities, segregation of duties, compliance with international and domestic frameworks, assurance activities, and oversight by senior governance bodies
Information Technology and Data	We fail to maintain Information and communications technology (ICT) service continuity, and to ensure sensitive data and AI-enabled systems are securely collected, managed, used and shared in accordance with cyber security, privacy and ethical standards	ICT service continuity is maintained through secure and resilient ICT systems, implementation of security controls aligned to whole of government frameworks, protection of information and personal data, staff awareness and training programs, and governance processes that ensure new technologies are securely assessed and integrated
Delivery	We fail to deliver high quality service delivery outcomes	Service delivery quality is ensured through effective governance, oversight, clear accountability, and informed decision-making, supported by escalation processes that enable the timely identification and management of risks and opportunities.
	Ineffective delivery of operational outcomes resulting in actual or perceived harm to stakeholders	Operations are planned, delivered, and monitored through defined operational frameworks, with clear accountability, performance standards, and quality assurance processes to achieve intended outcomes

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.

OVERVIEW

Performance information in this Corporate Plan is presented under 3 key activities, 4 performance measures and 6 planned performance results (PPRs) to ensure transparency, accountability and clearly demonstrate how we are achieving our purpose. Our 3 key activities align with our Portfolio Budget Statements (PBS) outcome and program statements and are representative of the significant areas of work contributing to protecting the integrity of sport and the health and welfare of those who participate in Australian sport.

Our 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 and effectiveness measures to provide a picture of our impact.

We remain committed to establishing and testing data, and methodologies to support effectiveness and efficiency measures for our anti-doping activities. Our intent is to include these measures or PPRs in future Corporate Plans once the data and methodologies are proven reliable and verifiable.

Performance measures and PPRs are included in the 2026–27 Infrastructure PBS. Any changes to PPRs since publication of the PBS are explained in this Corporate Plan. Our 2026–27 Annual Performance Statements, included in the Annual Report, will report on the achievement of our performance measures and PPRs 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. 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.

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

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

Our performance measures align with one or more of the best practice principles.

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

Assessment of performance

Performance is assessed using a predetermined methodology included in the Performance Reporting Framework that considers both individual PPRs and the overall achievement of each performance measure. This ensures that assessments are consistent, transparent, and aligned with the requirements of PGPA Rule section 16EA.

Performance measures and PPRs will be assessed using the following percentage thresholds:

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

Where performance measures include multiple PPRs each is assessed independently before determining an overall rating in accordance with the predetermined methodology.

Reporting alignment

LEGISLATION

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

PORTFOLIO BUDGET STATEMENTS

CORPORATE PLAN

Outcome 1 / Purpose

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

Program 1.1: Sport Integrity

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

Operating Context

- environment
- capabilities
- risk management and oversight
- cooperation

Regulator Performance

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

Our Role

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

- 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.

KEY ACTIVITIES

1. Promote positive conduct in Australian sport
2. Address threats to the integrity of Australian sport
3. Protect the health and welfare of participants in Australian sport

PERFORMANCE MEASURES

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

ANNUAL REPORT

Annual Performance Statements

Report against the performance measures listed in the Portfolio Budget Statements and Corporate Plan.

Performance measures

Planned performance result 1.1

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			
2026–27	2027–28	2028–29	2029–30
a) Continue to deliver the Positive Behaviours in Sport Survey (PBSS) to athletes, coaches, parents and administrators. b) Establish baseline for athletes and coaches.	a) Continue to deliver the PBSS to athletes, coaches, parents and administrators. b) Analyse multi-year PBSS data to identify behavioural trends and inform integrity education and prevention strategies for athletes and coaches. c) Establish baseline for administrators and parents.	a) Continue to deliver the PBSS to athletes, coaches, parents and administrators. b) Analyse multi-year PBSS data to identify behavioural trends and inform integrity education and prevention strategies for all cohorts.	a) Analyse multi-year PBSS data to identify behavioural trends and inform integrity education and prevention strategies for all cohorts.
Discussion The first tranche of data for the PBSS was collected in 2024–25 for participant and coach cohorts, and in 2025–26 for administrator and parent cohorts. Our external research providers have advised that a minimum of 3 years of data collection is recommended to support more reliable interpretation of behavioural trends. While this guidance is precautionary rather than statistically prescriptive, it informs our approach to expanded baselining and cautious interpretation of early findings. Survey outcomes that will be monitored to demonstrate the impact of our education and broader prevention and deterrence programs include: • increased willingness of individuals to call out poor behaviour • decreased frequency of major integrity risks • evidence of exposure to our education products predicting improved knowledge and adherence to expected behaviours.			

KEY ACTIVITY 1: Promote positive conduct in Australian sport

Planned performance result 1.1 (cont.)

Changes to this planned performance result

The PPR has been updated since the publication of the 2026–27 PBS to better reflect actual practice.

Component (a) has been added for 2028–29 to include the continuation of the PBSS for athletes, coaches, parents and administrators, alongside analysis of multi-year PBSS data to identify behavioural trends and inform integrity education and prevention strategies across all cohorts.

Rationale

PPR 1.1 is one of 2 PPRs under Performance Measure 1. It is assessed independently but contributes equally, alongside PPR 1.2, to the overall achievement of the performance measure.

The PBSS is designed to measure the level of understanding and demonstrated positive behaviours among individuals involved in sport. These behaviours relate to key sport integrity themes, including doping, improper use of drugs and medicine, child safeguarding, member protection, and competition manipulation. PPR 1.1 looks to quantify the understanding, modelling and promotion of positive behaviours, whilst PPR 1.2 directly measures the reach of education allowing an ever-growing segment of the sporting community to understand what positive behaviours in sport are.

The overall achievement of Performance Measure 1 reflects delivery across both PPR 1.1 and PPR 1.2.

Data/information source and methodology

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

Measure type

Output and Effectiveness/Qualitative and Quantitative.

Regulator performance principle(s)

Principle 1: continuous improvement and building trust.

Principle 3: collaboration and engagement.

Planned performance result 1.2

KEY ACTIVITY 1: Promote positive conduct in Australian sport			
Performance measure 1: Australians involved in sport understand, model, and promote positive behaviours			
Planned performance result 1.2			
2026–27	2027–28	2028–29	2029–30
205,000 education program completions ¹ .	215,000 education program completions ¹ .	226,000 education program completions ¹ .	237,000 education program completions ¹ .
Discussion Our education program is aimed at protecting athletes, preventing doping and maintaining the integrity of Australian sport, by educating people about the benefits of keeping sport clean. We provide education resources about sport integrity for all levels of athletes, their parents, coaches and support personnel. Implementation of the PBSS from PPR 1.1 may enable future review of this PPR with a view to measuring overall effectiveness of the education program (i.e. whether behaviours improve as a result of our education program completions).			
Changes to this planned performance result Recent years of stronger-than-expected performance have resulted in an upward revision of the 2026–27 target and forward-year targets. The revised target represents approximately 5% growth on the 2025–26 result and is considered both realistic and ambitious. This approach maintains a consistent growth trajectory while recognising the potential for education program participation to approach saturation across the sector.			
Rationale PPR 1.2 is one of 2 PPRs under Performance Measure 1. It is assessed independently but contributes equally, alongside PPR 1.1, to the overall achievement of the performance measure. This result focuses on the reach and engagement of our education initiatives, providing insight into how widely integrity messages are being delivered across the sport sector. It primarily supports the 'understand' component of Performance Measure 1 by increasing awareness and knowledge of integrity issues at all levels of sport. Our key functions include promoting positive conduct by members of sport and complying with regulatory functions under the World Anti-Doping Agency (WADA) International Standard for Education (ISE). Both functions require an expansive and continually evolving education program that can make meaningful difference in the sporting community, made up of millions of people. The year-on-year growth presented above was determined based on consistent growth over recent years, and the continually growing support we are receiving from our sport partners in promoting our education offerings.			
<i>Planned performance result 1.2 (cont.)</i>			

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

KEY ACTIVITY 1: Promote positive conduct in Australian sport

The sporting community includes a significant number of currently under-engaged populations from an education perspective (e.g. parents at all levels and community-level participants). The education delivery program is expected to have enough capacity to support projected demand over the reporting period. The numbers are determined each year after reviewing the reach of previous years and setting an aspirational target to maintain growth each year.

Together with PPR 1.1, which focuses on behavioural outcomes, PPR 1.2 contributes to the overall achievement of Performance Measure 1 by expanding the reach of integrity education. The broader the reach of education, the greater the potential to influence and foster positive behaviours across the sporting community. While assessed independently, both results are weighted equally and are designed to complement each other in promoting a culture of integrity in sport.

Data/information source and methodology

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

Measure type

Output/Quantitative.

Regulator performance principle(s)

Principle 1: continuous improvement and building trust.

Planned performance result 2.1

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	
2026–27	2027–30
A) 95% of Australian Sports Commission (ASC) recognised National Sporting Organisations (NSOs) and National Sporting Organisations for people with Disability (NSODs) have adopted the 2026 National Integrity Framework (NIF) or the 2026 Sport Integrity Policy Standards. B) 100% of ASC recognised NSOs and NSODs are compliant with the Anti-Doping Policy requirements.	
Discussion The successful adoption and implementation of integrity and anti-doping policies help protect the Australian public by setting the foundations for our NSOs and NSODs to deliver sport that is clean, safe and fair. NSOs and NSODs that adopt the NIF meet the agency's best practice policy position. These sports are supported by our Sport Partnerships, Education, Integrity Complaints teams and our policy subject matter teams to implement the policies. Compliance with the Australian National Anti-Doping Policy is determined through annual assessment under the Sport Integrity Assurance Framework. This policy aligns with the mandatory provisions of the World Anti-Doping Code (WADC) and International Standards.	
Changes to this planned performance result The PPR has been updated since the publication of the 2026–27 PBS to better reflect actual practice. We have also revised this PPR to clarify that only sports recognised by the ASC are included in its scope, ensuring a clear and consistent basis for measuring and evaluating policy adoption. (For A): We will publish new Integrity and Anti-Doping Policies in 2026. The target has been adjusted from 100% to 95% taking into consideration that the process of policy adoption for sports can be complex and challenging due to the federated governance structure of many Australian NSOs/NSODs.	
Rationale Integrity policy requirements are detailed in the NIF and the Sport Integrity Policy Standards and are informed by subject matter experts and periodic review. A target of 95% ensures the least risk to stakeholders in the sport sector and participants in sport.	

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

Planned performance result 2.1 (cont.)

Anti-doping policy requirements are stipulated in the ASC Recognition Criteria #8 which give effect to the requirements of the 2027 WADC.

The targets may be impacted if the ASC exercises its discretion (only in exceptional circumstances) to grant an exemption to a sport from the NSO/NSOD recognition requirements relating to the adoption of a WADC compliant Anti-Doping Policy.

The proposed changes will provide greater and more accurate demonstrations of performance by sporting organisations under each policy program.

We will support sports to meet these requirements through the Sport Integrity Assurance Framework.

Data/information source and methodology

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

Measure type

Effectiveness/Quantitative.

Regulator performance principle(s)

Principle 1: continuous improvement and building trust.

Principle 3: collaboration and engagement.

Planned performance result 3.1

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	
2026–27	2027–30
Publish 40 intelligence products.	To be determined.
Discussion The <i>Sport Integrity Australia Act 2020</i> identifies 4 key threats to sports integrity: (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. Publishing intelligence products plays a critical role in addressing these threats. These products provide evidence-based insights that inform policy, guide enforcement and education efforts, and support stakeholders in identifying and responding to integrity risks across the sporting landscape. The publication of intelligence products is driven by both push and pull factors. Push drivers include our legislative obligations under the <i>Sport Integrity Australia Act 2020</i> and the need to proactively identify emerging integrity threats, while pull drivers reflect demand from decision-makers and stakeholders for timely, relevant, and actionable insights. Collectively, these products inform evidence-based decision making, enable early risk identification, reduce uncertainty, and support coordinated national responses, with output volumes aligned to current capability, resources, and priority needs.	
Changes to this planned performance result A revised target has been included in this PPR since publication of the 2026–27 PBS. This reflects alignment with PGPA Rule section 16EA and RMG 131, ensuring the measure remains relevant, reliable and complete. The increase in the number of intelligence products is proportionate to our current intelligence capability. We have refined the definition of an intelligence product to better align with broader professional intelligence practices and accurately reflect the range of outputs produced by our intelligence capability. Previously, intelligence products included intelligence reports and analytical reports. The revised definition clarifies that products are final, analysed outputs of the intelligence cycle, that transform raw information into actionable insights through evaluation, analysis and interpretation. Intelligence products can include intelligence reports, summaries, entity profiles, strategic assessments and briefs. Relevant audiences for each product are selected based on topic, parameters, privacy considerations and information security requirements. This change reflects our ongoing commitment to continuous improvement by increasing the specificity of the definition to enhance clarity, consistency and alignment with professional intelligence practices.	

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

Planned performance result 3.1 (cont.)

We have also clarified the definition of 'published' to improve transparency and to ensure a consistent, professional and streamlined approach to finalising intelligence products. Previously, a product was considered published when it was sent externally. The updated definition provides clear parameters to establish minimum finalisation requirements. We consider a product published when it has been:

- prepared in a SIA intelligence template
- dated and finalised in an un-editable format
- approved for disclosure in writing in accordance with the *Sport Integrity Australia Act 2020*
- disseminated to the relevant audience or stakeholder(s).

Overall, these changes support clearer communication of performance expectations and align with our ongoing capability uplift, which is focused on delivering targeted, high-quality intelligence to address legislated threats. By using more specific language, we ensure that reporting is transparent, consistent, and aligned with the evolving role of intelligence within our organisation.

Rationale

We develop intelligence products about threats and matters relating to sports integrity. We disseminate these products to relevant audiences, to improve awareness and understanding, influence decision-making and support operational, educational and strategic outcomes. Our intelligence focus can shift year on year in accordance with the evolving sports integrity threat environment. Overall, intelligence helps to inform our corporate strategies, planning and operational action to address threats to sports integrity.

Our stakeholders for intelligence sharing may include the Australian Sports Drug Medical Advisory Committee and other advisory groups, other Commonwealth entities, state and federal law enforcement agencies, sporting administration bodies (including WADA) and other bodies responsible for law enforcement or intelligence gathering in foreign countries, as well as our own internal decision-makers.

Assessing the impact of intelligence work presents inherent challenges. Intelligence products often shape decisions and risk management rather than delivering immediate or directly measurable outcomes and some effects may emerge over time. Sensitivities associated with certain intelligence holdings also constrain the level of detail that can be publicly reported. These factors limit the ability to comprehensively quantify and disclose intelligence outcomes.

To address these challenges, the agency will continue to report the number of intelligence products produced each financial year as a core quantitative performance measure. From 2026–27, the Annual Performance Statements will also include case studies that demonstrate how intelligence products have been applied in practice and the outcomes they have supported. These case studies will show how intelligence has informed regulatory and operational decisions, contributed to the identification or disruption of emerging integrity threats and supported risk-based decision making by stakeholders. This combined approach provides more informative evidence of the effectiveness and value of intelligence activities and strengthens overall performance assessment.

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

Data/information source and methodology

Intelligence products are produced in standard templates and are dated and finalised in a non-editable format prior to dissemination. Published products are stored on our case management system and are disseminated in accordance with the *Sport Integrity Australia Act 2020*. Outputs are tracked and reported over the financial year.

Measure type

Output and Proxy Effectiveness/Quantitative and Qualitative.

Regulator performance principle(s)

Principle 1: continuous improvement and building trust.

Principle 2: risk-based and data-driven.

Principle 3: collaboration and engagement.

Planned performance result 4.1

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

2026–27

15 new organisations complete the applicable stages of the Safeguarding in Sport Continuous Improvement Program.

2027–30

As per 2026–27.

Discussion

The Safeguarding in Sport Continuous Improvement Program (the Program) is entering its fourth year of national rollout, continuing to support sporting organisations. The Program remains voluntary and is designed to increase the capability of sporting organisations to provide safe sporting environments for their participants by embedding child safeguarding practices and processes across their organisation.

From 2025–26, the term 'sporting organisations' in the PPR refers collectively to National Sporting Organisations (NSOs), National Sporting Organisations for people with disability (NSODs), State Sporting Organisations (SSOs). From 2026–27, this scope expands to include State Sporting Organisations for people with disability (SSODs) and affiliated sporting bodies reflecting the broader reach of the Program across the sporting system.

The inclusion of SSOs/SSODs and affiliated sporting bodies recognises the essential role they play in delivering sport at the community level and supports a more comprehensive, nationally consistent approach to safeguarding across all levels of the sporting system.

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

Planned performance result 4.1 (cont.)

The Program consists of the following stages:

- Completion and submission of a sign-up form
- Completion of the Safeguarding Self-Assessment Questionnaire
- A face-to-face meeting with the sporting organisation
- Provision of a Summary Report to the sport.

A further stage is undertaken with NSOs and NSODs: the development of a co-designed Action Plan based on the recommendations outlined in the Summary Report.

We also provide ongoing support to NSOs and NSODs through regular scheduled meetings. Sporting organisations are considered capable of implementing a safe sporting environment once they have completed the applicable stages of the Program.

Changes to this planned performance result

The PPR has been updated since the publication of the 2026–27 PBS to better reflect actual practice.

The PPR has been refined to specify that sporting organisations complete stages relevant to their role within the Program. Previously, 5 stages were outlined for all sporting organisations, with the fifth stage, the development of an Action Plan, intended only for NSOs and NSODs and not applicable to SSOs/SSODs and affiliated sporting bodies.

Rationale

This is a composite performance measure comprising 2 PPRs (4.1 and 4.2), each weighted equally in determining the overall achievement of the measure.

Capability is measured by the completion of the applicable stages of the Program. These stages represent a structured and evidence-based progression from initial engagement to sustained implementation of safeguarding practices. Completion of the applicable stages demonstrates that a sporting organisation has not only committed to safeguarding but can now embed safe sport principles into its operations, policies, and culture.

Data/information source and methodology

Data will be sourced from safeguarding reports and signed Action Plans (where relevant) developed in collaboration with sporting organisations, supplemented by evaluation results from the Game Plan online assessment and feedback collected through sector-wide surveys. These sources will be analysed to assess organisational capability and progress against the Program's key stages.

Measure type

Effectiveness/Quantitative.

Regulator performance principle(s)

Principle 1: continuous improvement and building trust.

Principle 2: risk-based and data driven.

Principle 3: collaboration and engagement.

Planned performance result 4.2

KEY ACTIVITY 3: Protect the health and welfare of participants in Australian sport			
Performance measure 4: A safe environment for all participants in sport			
Planned performance result 4.2			
2026–27	2027–28	2028–29	2029–30
Year 2 Continue the Hear me play survey (the survey) with an expanded respondent base of 2,500 young people.	Year 3 Continue the survey. Analyse multi-year survey data to identify behavioural trends, measurable improvement and inform education strategies for young athletes.	Year 4 Continue the survey. Sustain improvements in perceived safety and demonstrate system level responses to strengthen child safe sporting environments aligned to the survey results.	Year 5 Continue the survey. Demonstrate increasing levels of perceived safety and refinement of safeguarding approaches for young athletes.
Discussion The 2025 baseline survey results were released in February 2026 through the Hear me play: Children's perceptions of safety report. Building on this foundation, we will continue to implement the Hear me play survey and expand participation to 2,500 children and young people aged 12 to 18 in future years. This broader sample will strengthen the evidence base and enhance our understanding of how young people experience safety and integrity in sport. Insights from the survey have informed our commitment to establish a Youth Athlete Reference Group in 2026. This group will play a key role in shaping the design of youth-focused education initiatives and advising on services that directly impact young people in sport. We will work in partnership with young people to translate the National Integrity Framework into age-appropriate language and accessible formats. This approach will strengthen our alignment with the National Principles for Child Safe Organisations. It will also support greater awareness, understanding and uptake of integrity policies across youth sporting environments. This is supported by survey results, which highlight this as a key priority. Notably, 33% of young people who had recently witnessed unacceptable behaviour considered it acceptable, indicating concerning gaps in knowledge and awareness.			

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

Planned performance result 4.2 (cont.)

Changes to this planned performance result

The PPR has been updated since the publication of the 2026–27 PBS to better reflect actual practice.

The PPR was determined through analysis of baseline results achieved in 2025–26 and the priority activities which will be undertaken as a result of the Year 1 survey results. The survey will repeat annually until 2029 and inform priorities for safeguarding initiatives.

Rationale

This PPR provides a future direction to strengthen our analysis and deepen our insights into children and young people's perceptions of safety in sport. These insights will inform our priorities, decision making and enhance our support of sporting organisations to better understand children and young people's perceptions of safety.

Our approach aligns with Regulator Performance Principle 1: Continuous Improvement and Building Trust, which encourages regulators to improve their practices, remain responsive to community expectations, and build public confidence through transparency and stakeholder engagement.

Data/information source and methodology

An external research provider has been contracted to administer an annual survey tool targeting children and young people aged 12–18, representing junior sporting demographics across Australia. The survey is designed to capture perceptions of safety in sport and is aligned with Human Research Ethics guidelines, including protocols for interviewing minors.

We retain full Intellectual Property rights over all materials created under the contract and have access to raw, de-identified data. All data is stored, accessed, and destroyed in accordance with the *Privacy Act 1988*.

Measure type

Effectiveness/Quantitative.

Regulator performance principle(s)

Principle 1: continuous improvement and building trust.

Principle 2: risk-based and data driven.



APPENDIX A

Acronyms and abbreviations

Acronym/abbreviation	Full term
AFP	Australian Federal Police
AI	Artificial intelligence
AOC	Australian Olympic Committee
ARC	Audit and Risk Committee
ASC	Australian Sports Commission
CABOS	Commonwealth Advisory Body on Sport
CEO	Chief Executive Officer
CGA	Commonwealth Games Australia
COE	Council of Europe
DFAT	Department of Foreign Affairs and Trade
DEI	Diversity, equity and inclusion
GNNSIA	Global Network of National Sport Integrity Agencies
GoC	Group of Copenhagen
IADA	International Anti-Doping Arrangement
ICT	Information and communications technology
iNADO	Institute of National Anti-Doping Organisations
INTERPOL	International Criminal Police Organization
IPACS	International Partnership Against Corruption in Sport
ISE	International Standard for Education
ITA	International Testing Agency
MOU	Memorandum of Understanding
MP	Member of Parliament
NADO	National Anti-Doping Organisation
NIF	National Integrity Framework
NIM	National Integrity Manager
NIN	National Institute Network

Acronym/abbreviation	Full term
NSO	National Sporting Organisation
NSOD	National Sporting Organisation for people with Disability
NST	National Sports Tribunal
ORADO	Oceania Regional Anti-Doping Organisation
PA	Paralympics Australia
PBS	Portfolio Budget Statements
PBSS	Positive Behaviours in Sport Study
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
PPR	Planned performance result
PSM	Public Service Medal
RMG	Resource Management Guide
SIA	Sport Integrity Australia
SISCIP	Safeguarding in Sport Continuous Improvement Program
SSO	State Sporting Organisation
SSOD	State Sporting Organisation for people with Disability
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNODC	United Nations Office on Drugs and Crime
WADA	World Anti-Doping Agency
WADC	World Anti-Doping Code
WHS	Work Health and Safety

APPENDIX B

List of requirements

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

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

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

Table 2: List of requirements

PGPA Rule reference	Required element	Legislative requirement	Page (s)
s16E(2) item 1	Introduction	The following: (a) a statement that the plan is prepared for paragraph 35(1)(b) of the Act; (b) the reporting period for which the plan is prepared; (c) the reporting periods covered by the plan.	6
s16E(2) item 2	Purposes	The purposes of the entity.	9
s16E(2) item 3	Key activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	9–13
s16E(2) item 4	Operating context	For the entire period covered by the plan, the following:	15–30
s16E(2) item 4(a)	(a) Environment	(a) the environment in which the entity will operate;	21
16E(2) item 4(b)	(b) Capability	(b) the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes;	27

PGPA Rule reference	Required element	Legislative requirement	Page (s)
s16E(2) item 4(c)	(c) Risk	(c) a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed;	29
s16E(2) item 4(d)	(d) Cooperation	(d) details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes;	22–26
s16E(2) item 4(e)	(e) Subsidiaries	(e) how any subsidiary of the entity will contribute to achieving the entity's purposes.	N/A
s16E(2) item 5	Performance	For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: (a) specified performance measures for the entity that meet the requirements of section 16EA; and (b) specified targets for each of those performance measures for which it is reasonably practicable to set a target.	31–45





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