



SPORT INTEGRITY
AUSTRALIA

2020-2024 CORPORATE PLAN

PROTECTING SPORT TOGETHER

VERSION 01 / JAN 2021

ACKNOWLEDGMENT OF COUNTRY

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

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

1. MESSAGE FROM THE CEO

I am proud to present the inaugural Corporate Plan for Sport Integrity Australia.

Australians love sport. We are a nation that takes pride in our sporting history. We value our sporting heroes and teams and their commitment to their passion. They inspire a nation to not only participate and follow sport, but to dare to dream, strive to be active and to set goals in life. Through their commitment they demonstrate anything is possible. The year 2020 has been like no other and Australian sport has faced significant challenges. The sporting community is not immune to the impacts of natural disasters and a global pandemic.

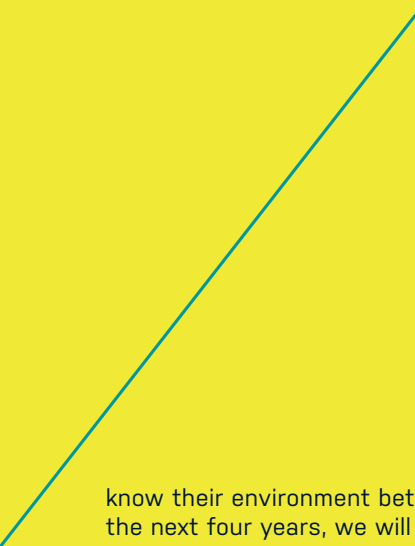
The COVID-19 pandemic placed Australian sport at a crossroads. It has been inspiring to see sporting organisations rise and overcome the unexpected and difficult circumstances. Be it returning to competition, finding innovative ways to keep athletes and fans engaged, or participating through virtual events,

challenges and competitions, sport has played a significant role in uniting the community. Sport has provided a different focus and an opportunity to bond and remain connected, at all levels of sport from community to elite.

Protecting the integrity of Australian sport has never been more important. Sport Integrity Australia's vision is bold: Protecting Sport Together.

We will play a leading role in sport integrity in Australia. We will proactively work to coordinate the response on behalf of government and sports to address existing and emerging integrity issues. This can only be achieved through partnerships, working with our stakeholders to build trust, build capabilities and collectively strengthen Australian sport.

As a new agency, it is important we identify what success looks like. Sport Integrity Australia acknowledges sports and athletes



know their environment better than us. Over the next four years, we will listen and learn from sports and assist them in the recovery from COVID-19. We will continue to engage with athletes to ensure their voices are heard and the decisions we make that impact athletes are informed by athletes.

We will work with domestic and global law enforcement and intelligence partners to protect sport from infiltration of organised crime figures.

We aim to become a single point of contact for all sport integrity related matters through the implementation of the Government Response to the Wood Review. We will continue to influence anti-doping decision-making by providing education to athletes of all levels and those who work with athletes on their rights and responsibilities. We aim to remove from sport those who break the rules and target those who facilitate or influence others to undermine sport.

We will implement the revised World Anti-Doping Code that came into effect on 1 January 2021. We will build resilience through the implementation of a National Integrity Framework and provide simplified policies and processes to help sports. We will establish an Independent Complaints Handling Model for all sports and their athletes to benefit from.

We will collaborate with industry partners and lead a coordinated approach in the development of the Australian Sports Wagering System. We will assist the government to ratify the Macolin Convention, further enhancing our ability to work with international partners to identify and act on manipulation of competitions here in Australia and globally. We will assist the government to enact and implement national match-fixing laws to complement those introduced by some states and will deliver a nationally consistent approach to addressing this corrupt behaviour.

Success to us as a new agency is maintaining the integrity of Australian sport through partnership with sports, Protecting Sport Together.

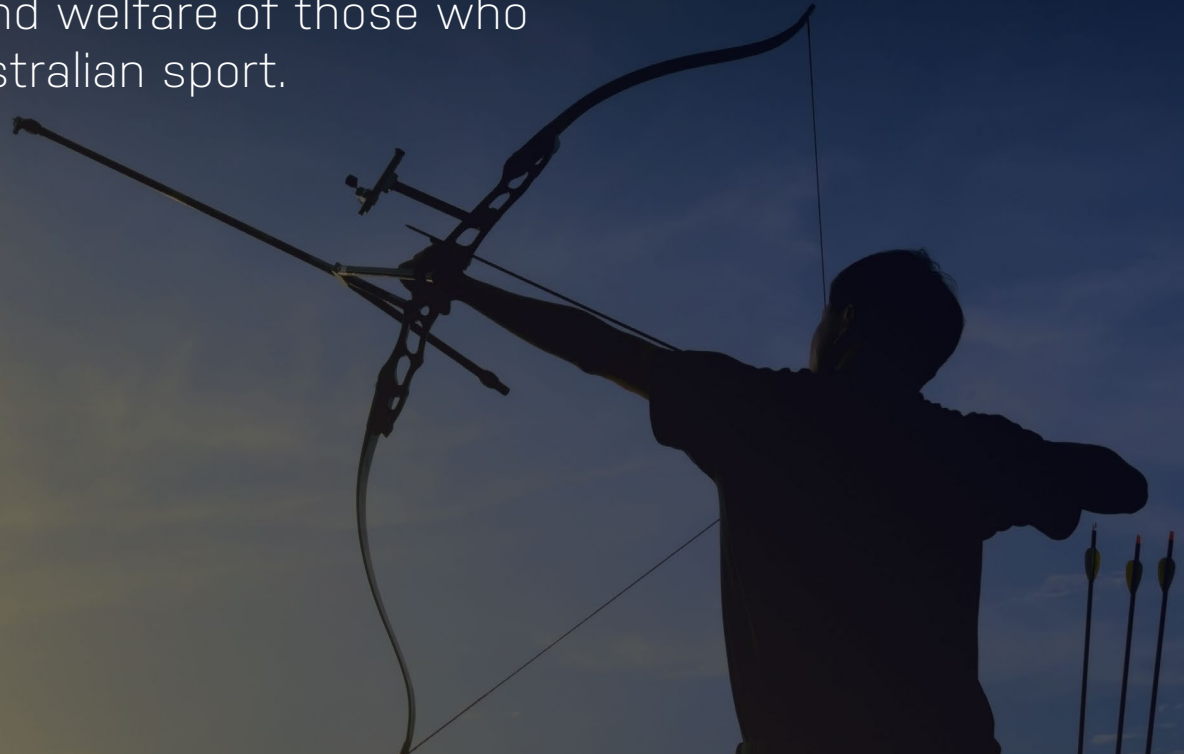
As the accountable authority of Sport Integrity Australia, I am pleased to present Sport Integrity Australia's 2020–21 Corporate Plan for the period 2020–24, as required under paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013.



David Sharpe APM OAM
Chief Executive Officer

2. SPORT INTEGRITY AUSTRALIA **PURPOSE**

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





3. SPORT INTEGRITY AUSTRALIA **ROLE**

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

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

Sport Integrity Australia prevents and addresses threats² to sports integrity³ and

coordinates 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.⁴

Sport Integrity Australia has 3 primary areas of focus:

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

Part of Sport Integrity Australia's responsibilities is to be Australia's National Anti-Doping Organisation, providing a comprehensive anti-doping program for the Australian sport community and it will become the national platform for the purposes of the Macolin Convention.⁵

Sport Integrity Australia is responsible for leading further development and implementation of the government's response to the *Wood Review*, including those functions identified for stage two.

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

¹ The *Wood Review* was commissioned by the Australian Government in August 2017 and was conducted by an independent expert panel. The Report of the *Wood Review* was presented to the government in March 2018 and addressed key domestic and international threats to the integrity of sport through 52 recommendations. The Government Response to the *Wood Review* was released on 12 February 2019.

² **Threats** to sports integrity include: (a) the manipulation of sporting competitions; (b) the use of drugs or doping methods in sport; (c) the abuse of children and other persons in a sporting environment; (d) the failure to protect members of sporting organisations, and other persons in a sporting environment from bullying, intimidation, discrimination or harassment.

³ **Sports' integrity** means the manifestation of the ethics and values that promote community confidence in sport.

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

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

4. THE REVIEW OF AUSTRALIA'S SPORTS INTEGRITY ARRANGEMENTS

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

The Report of the *Wood Review* was presented to the Australian Government in March 2018. In line with its terms of reference, the *Wood Review* addresses key domestic and international threats to the integrity of sport and made 52 recommendations across 5 key themes:

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

The Australian Government released its response to the *Wood Review* – Safeguarding the Integrity of Sport – on 12 February 2019. The key pillars of the government approach are:

An aerial photograph of a rowing team in a scull on a body of water. The rowers are wearing bright pink shirts and white caps. The water is a deep blue with visible ripples. The scull is black with a white prow. The rowers are positioned in a line, and their oars are visible in the water.

A NATIONAL SPORTS INTEGRITY COMMISSION – TO BE NAMED SPORT INTEGRITY AUSTRALIA

Sport Integrity Australia brought together the Australian Sports Anti-Doping Authority (ASADA), the National Integrity of Sport Unit and national sports integrity functions of Sport Australia. Sport Integrity Australia is a one-stop shop supporting all sports integrity stakeholders to manage the range of existing and emerging integrity-related issues. Establishing the agency provides a single Commonwealth centre of excellence and point of reference for all stakeholders, right across the sports integrity spectrum.

NATIONAL SPORTS TRIBUNAL

The new National Sports Tribunal (NST) hears anti-doping rule violation matters and other sports-related disputes in a cost-effective, efficient, independent and transparent way, with the power to call evidence from relevant parties. A pilot of the NST is being conducted, allowing for the development of capability against demand and refinement of operations and services.

CONVENTION ON THE MANIPULATION OF SPORTS COMPETITIONS

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

ENHANCED ANTI-DOPING AND CRIMINAL INTELLIGENCE CAPABILITIES

Anti-doping and criminal intelligence capabilities will be ramped up to protect sport from doping and sports betting-related corruption.

REFORMING SPORTS WAGERING TO PROTECT THE INTEGRITY OF SPORT

The government will continue to build on the work of the Australian Criminal Intelligence Commission (Sports Betting Integrity Unit) by bringing together all stakeholders to consistently and proactively detect and respond to wagering related match-fixing – which continues to expand globally along with the growth of illegal wagering – issuing alerts to stakeholders and ensuring law enforcement and/or sports organisation response where corruption may be indicated.



5. ENGAGEMENT AND COLLABORATION

To inform a collaborative and coordinated approach Sport Integrity Australia will recognise and acknowledge the breadth and expertise of our stakeholder group. In turn, these stakeholders will benefit from the ability to deal with a single nationally coordinated organisation to address all sports integrity issues.

Sport Integrity Australia will enhance its engagement with athletes and support personnel, as demonstrated through ongoing strategies such as the Sport Integrity Australia Athlete Advisory Group and Clean Sport Educators. The insights gained from a strong and focussed engagement program will critically inform Sport Integrity Australia's strategies, including how best to support athletes in making the right decisions and how best to deliver fit for purpose education and prevention programs.

Sport Integrity Australia will be combatting a broad range of sport integrity threats. This must be a joint effort across law enforcement, border protection agencies, regulatory agencies, wagering service providers, academic institutions and the health sector.

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

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

The Sport Integrity Australia Advisory Council provides strategic advice unrelated to a particular individual or investigation to:

- a. the Sport Integrity Australia CEO in relation to the CEO's functions or Sport Integrity Australia's functions
- b. the Minister about the operations of Sport Integrity Australia or the performance of the CEO's functions.

All these relationships allow Sport Integrity Australia to better understand and respond to integrity threats as the sport and organised crime contexts converge, as well as fostering proactive engagement with Sport Integrity Australia to develop a culture of clean, fair and safe sport.



6. OPERATING ENVIRONMENT

The context in which Sport Integrity Australia operates is diverse, challenging and global in nature. The global anti-doping framework overseen by WADA is mature, well connected and effective. However, there are few all-encompassing sports integrity agencies internationally, like Sport Integrity Australia, charged with coordinating the national approach to addressing the manipulation of sporting competitions, keeping sport clean and fair and improving member protection in sporting environments. The agency's engagement framework enable it to leverage established and trusted relationships while exploring opportunities for new collaboration.

Australia has never had a 'one-stop shop' for sports integrity matters. With a new agency and a new way of doing things comes a period of adjustment for all. This will be felt by the full range of stakeholders, including the Australian Government, the public, athletes and athlete support personnel, sporting organisations, regulatory agencies, sports wagering providers, law enforcement and intelligence agencies. The agency is focused on consistent and clear communication to all stakeholders to enable better understanding and engagement.

While pitched as a 'one-stop shop' for sport integrity matters, during this reporting period Sport Integrity Australia will grow capability and capacity to be better resourced to execute its full remit. The agency is affected by the progress of legislative reforms to enable a national approach to match-fixing offences, stakeholder appetite to advance the Australian Sports Wagering Scheme and government resourcing strategies (with limitations of funding cliffs) borne from the

impact of COVID-19. The sensible approach of the agency to, where possible, moderate innovation and growth in order to satisfy current demand for services and support, coupled with existing strong relationships with the Minister's Office and key stakeholders, will allow the agency to achieve prioritised business objectives now while keeping an eye on the future.

Across the broad remit of Sport Integrity Australia there is always uncertainty around what the next 'hot topic' will be. The global interest in member protection issues in gymnastics is an example of this. The agency needs agility and adaptability to meet these challenges head-on while also managing the expectations of a diverse stakeholder group. Sport Integrity Australia's governance framework guides the agency's internal interactions and is a key enabler to seamlessly adjusting resource allocation and business processes to ever-changing priorities.

7. ORGANISATION STRUCTURE

CEO			
OPERATIONS	STRATEGY & POLICY	CORPORATE	EDUCATION, LEGAL & ENGAGEMENT
Intelligence	Anti-Doping Policy	Governance	Legal
Investigations	Sports Wagering & Match-Fixing	Finance & HR	Education
Science & Medicine	Safeguarding	ICT, Property & Security	Sports Engagement & Communications
Anti-Doping Testing			Assessment & Review



8. KEY PROJECTS IN 2020-21

ORGANISATION CULTURE/DIVERSITY

Sport Integrity Australia is committed to reflecting the diversity of the Australian community in its workforce by building an inclusive culture to respect and celebrate differences. Diversity in experiences, backgrounds, skills, talents and views enriches the agency's work environment and capacity to deliver outcomes for the Australian sporting community. The agency will support staff to feel included regardless of gender, impairment, cultural background, sexual orientation or ethnicity. Additionally, the agency will enhance its culture through striving for continuous improvement and work-life balance.

The agency recognises the challenges for staff borne through the COVID-19 pandemic of isolation and remote location working and continues to prioritise staff welfare and engagement accordingly.

THE GOVERNMENT RESPONSE TO THE *WOOD REVIEW*

In undertaking its role and functions, Sport Integrity Australia will develop and implement sports integrity reform initiatives as outlined in the government's response to the *Wood Review*, including:

The Australian Sports Wagering Scheme

Focus is required on the development of the Australian Sports Wagering Scheme to give consistency and visibility of sports wagering across the country and enhancing the national ability to detect and respond to match-fixing and related sports corruption. Engagement continues with Sports Controlling Bodies, Wagering Service Providers and state and territory regulators to investigate appropriate models to facilitate these outcomes. Sport Integrity Australia will aim to present a well-informed proposal to government for decision by Budget 2021–22.

Commonwealth match-fixing offences

Most major sporting codes in Australia conduct national and, in some cases, international competitions. Sport Integrity

Australia will continue to pursue the establishment of national match-fixing laws complementing those introduced by some states and territories and essential to promoting a nationally consistent approach to addressing this corrupt behaviour.

Ratification of the Macolin Convention

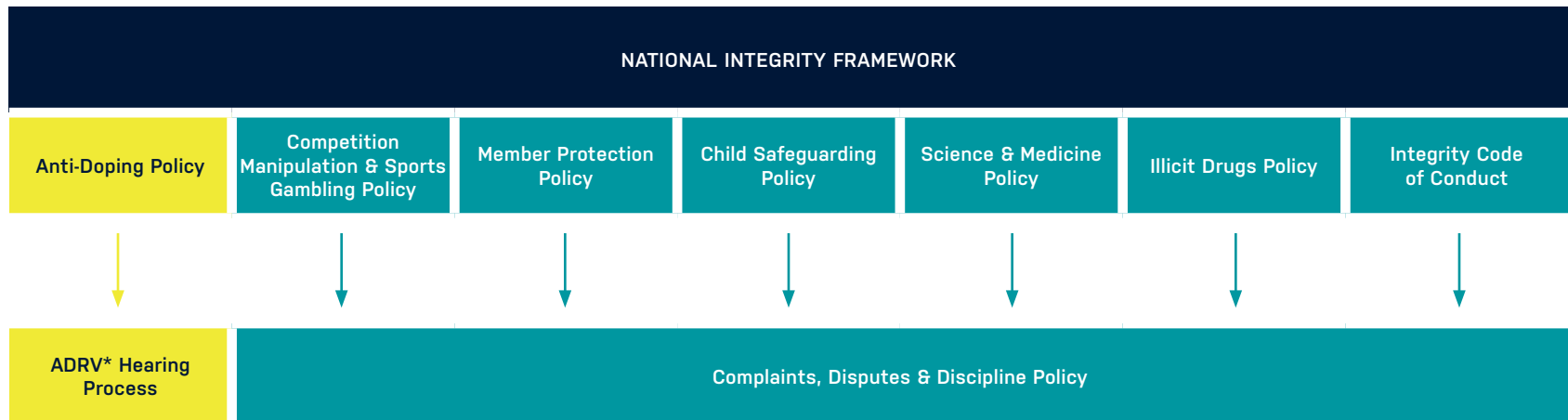
The Council of Europe Convention on the Manipulation of Sports Competitions (Macolin Convention) is the only multi-lateral treaty specifically aimed at combating match-fixing and other related corruption in sport. On 1 February 2019, the Australian Government formally signed the Convention, and Sport Integrity Australia continues with the process to ratify the convention.

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 of the Macolin community will enable Australia to obtain formal ongoing access to international counterparts and fora engaged in protecting global sport from corruption.

NATIONAL INTEGRITY FRAMEWORK

Sport Integrity Australia will deliver the National Integrity Framework (the Framework), including all integrity policies that sit within it. The Framework will enhance member protection policies and complaint handling procedures and ensure the new system is proportionate to the seriousness of the matter, at the relevant level of the sport. The Framework will steer a proactive approach to mitigate the threats to sports integrity and provide a safe, fair and trustworthy environment for participants at all levels of sport.

The Framework will provide National Sporting Organisations a streamlined and simplified approach to addressing sport integrity threats. With education to complement the implementation of the Framework, it sets out the broad expectations for the conduct of all participants including procedures for managing, reporting, investigating and determining potential breaches of integrity policies.



INDEPENDENT COMPLAINTS HANDLING MODEL

Central to the operation of the National Integrity Framework is the implementation of an independent complaints handling policy. This policy allows Sport Integrity Australia to directly receive, assess and investigate (where appropriate) complaints from sporting participants. The complaints handling model is integrated across the National Integrity Framework, allowing for a consistent and seamless approach throughout the sporting sector.

The policy has been designed to both reduce the administrative burden on sports as well as to provide efficient, holistic and independent adjudication of disputes.

EDUCATION

As we look to address the range of sport integrity threats it is critical to engage proactively with the sporting community, particularly those most susceptible to approaches by people or groups looking to corrupt sport and exploit sporting contests for their own gain. There are opportunities presented by bringing the well-established 'Play By The Rules' resource and education platform under the Sport Integrity Australia umbrella enhancing Member Protection specific education to sports under the National Integrity Framework and supporting sports administrators to implement the 2021 World Anti-Doping Code. We will ensure our education and awareness programs assist athletes at all levels to understand where the risks come from and empower them more to make the right decisions.

SAFEGUARDING

Participation in sport should be safe for all. Sport Integrity Australia is committed to ensuring people in sport are treated with respect and dignity and are protected from bullying, discrimination, harassment or abuse. Sport Integrity Australia will realise this intent through development and sharing of best practice national policies, resources and education in 3 key areas:

1. Member Protection
2. Child Safeguarding and Complaints
3. Disputes and Discipline.

In partnership with key stakeholders, the agency aims to create and maintain a child-safe culture in sport as part of a proactive and preventative approach to upholding a commitment to the safety, wellbeing, participation and empowerment of all children who participate in sport.



LEADERSHIP IN SPORTS INTEGRITY AND INFORMATION SHARING

Through its designation as an 'enforcement body' under the *Privacy Act 1988*, Sport Integrity Australia has enhanced information sharing provisions to enable greater national and international collaboration on sports integrity matters. This opportunity to develop a coordinated national picture of Australia's sports integrity environment will be maximised through strong focus on partnerships, trust and collaboration to enhance the integrity culture in Australian sport. Sport Integrity Australia will offer guidance on sports integrity matters across the sector.

DIGITAL TRANSFORMATION

Sport Integrity Australia will finalise the implementation of its Digital Business Strategy which formed the technology platform for the agency's operations. The platforms developed will support the agency's operating model and are extensible to support the new functionality planned. Security remains a critical priority for Sport Integrity Australia with ongoing state-level cyber activity impacting anti-doping and sporting organisations globally. The agency will continue to invest in cyber security to protect the information we are entrusted with and assist in coordinating both a global response and national responses to ongoing threats in the sporting community.



9. PERFORMANCE FRAMEWORK

OVERVIEW

Our performance reporting framework is designed to assess our agency's ability to deliver on our purpose from 2020–24. The framework aligns to the overarching guiding document, the Portfolio Budget Statement (PBS), which outlines our Outcome, Delivery (key activities), Performance Criterion and Purpose.

Through our annual performance statement in our annual report, we will provide an assessment of our agency's performance against the identified performance criteria.

As a new agency with a new responsibility and a broad remit, the next 3 years will see Sport Integrity Australia grow into its role as Australia's national coordination body to protect the integrity of Australian sport and the health and welfare of those who participate in Australian sport⁶. At this

stage, in creating a performance reporting framework with no defined targets⁷, we've deemed it critical to give the agency latitude to be responsive in an ever-changing operating environment while still being able to demonstrate our achievements. In removing performance measure targets, we are seeking to mitigate the risk of narrow or uninformed targets adversely impacting reporting of the broader performance of the agency and the insightful performance story to be told. We consider the period 2020–21 to 2022–23 as benchmarking years during which our performance reporting framework will mature to the point that decisions around adjustment of measures and the inclusion of any defined targets will be well informed and justifiable (i.e. derived on a rational basis). Subsequent to the benchmarking years, trend analysis (i.e. 3 or more years of consistent data) will be important in informing the refinement of the measures and/or the inclusion of targets.

⁶ In the context of a sports integrity environment

⁷ 'Where it is not reasonably practicable to set a target, is the reason for this documented and reported' – subsection 16E(2), table item 5(b), PGPA Rule.

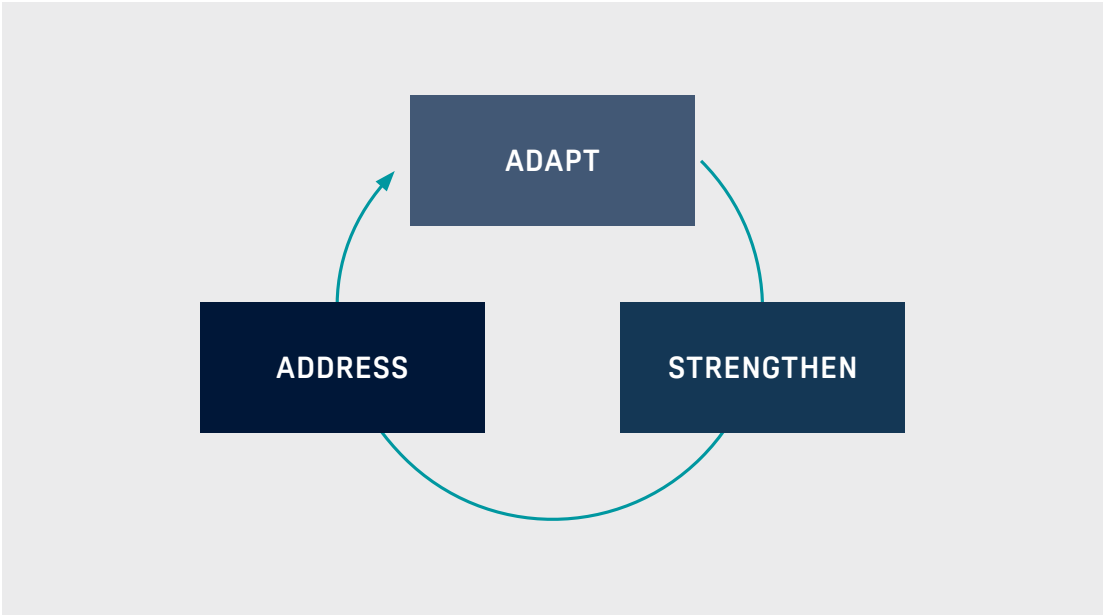
PORTFOLIO BUDGET STATEMENT

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

AGENCY PERFORMANCE MEASURES

Our performance reporting framework is built around a mutually supportive operating cycle of:

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



NUMBER	STRATEGIC OBJECTIVE	MEASURE
1	Adapt to our environment	Evidence of Sport Integrity Australia sharing useful insights with partners
2	Strengthen our environment	Evidence of <i>productive</i> partnerships and contributions to interagency forums and committees
3		Evidence of stakeholders using Sport Integrity Australia resources
4		Evidence of Sport Integrity Australia's <i>activities to influence</i> positive behavioural change across the sporting community
5	Address threats to our environment	Evidence of Sport Integrity Australia's <i>activities and coordination efforts</i> to address sport integrity threats

While there are no performance measure targets at this point in time our performance reporting revolves around a mix of qualitative and quantitative data drawn from reliable and verifiable sources and methodologies. To enable flexible and balanced performance assessment during the establishment phase of the agency, reporting against each measure will comprise a justified selection from the methodologies listed against each measure. All measures are indicative of the outputs, efficiency and effectiveness of the agency while providing a basis for assessment of the agency's performance over time. In the absence of targets we have developed internal control and assurance

mechanisms to provide clarity and ensure consistency in how we will report against each performance measure. This includes the following principles:

- We will prioritise a *balanced* assessment of performance drawn from activities identified as being within scope for each measure (i.e. it isn't necessary to report on all activities within scope of each measure)
- Reporting should include recognition of achievements, as well as evidence of the agency's culture of continuous improvement (i.e. opportunities for improvements)

- Our consideration to report an activity includes:
 - » Is there enough data from which to derive insights?
 - » Does the data tell a story on the *achievements* or *development* or *opportunity to improve* for the agency?
- The agency is accountable to internally documented principles of 'what failure looks like'. If any of those exist, consideration should be given to *partially* or *not* achieving the measure.



THE GOVERNMENT RESPONSE TO THE *WOOD REVIEW*

A time limited element within Sport Integrity Australia's purpose is delivery of key recommendations resulting from stage one of the *Safeguarding the Integrity of Sport – the Government Response to the Wood Review*. While several recommendations are complete the following activities will be linked into the performance measure framework when appropriate:

- Commonwealth match-fixing offences – establishing national match-fixing offences.⁸
- Anti-doping regulation – enhancing information sharing between Sport Integrity Australia and National Sporting

Organisations; reviewing the Sport Integrity Australia CEO's discretion to make public comment on active matters; empowering the Sport Integrity Australia CEO to exercise discretion in respect of lower-level athletes.⁹

- Anti-doping testing and investigations – enhancing Sport Integrity Australia's investigative capability through establishing guidelines for the conduct of anti-doping investigations; establishing strong information and intelligence sharing links with law enforcement and regulatory agencies; strengthening the disclosure notice regime; establishing whistle-blower protections.¹⁰
- Policy and program delivery – establishing a single, easily identifiable education and outreach platform.¹¹

⁸ Recommendations 2 and 3.

⁹ Recommendation 19.

¹⁰ Recommendation 23.

¹¹ Recommendation 52.

WHAT WE WILL MEASURE AND HOW

ADAPT TO OUR ENVIRONMENT

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



PERFORMANCE MEASURE 1

Strategic objective Adapt to our environment

Measure Evidence of Sport Integrity Australia sharing useful insights* with partners

Methodology

- *Insights = All intelligence products, policy outputs*
- Output and evaluation of information sharing agreements (i.e. Memoranda of Understanding, from the *perspective of sharing intelligence*)
- Output and evaluation of shared intelligence products
- Output and evaluation of Policy engagement
- Annual stakeholder survey

Sport Integrity Australia leverages the expertise of its staff, the access and integrity of its systems and the strength of its partnership network to derive and share greater insights into the sports integrity environment.



STRENGTHEN OUR ENVIRONMENT

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



PERFORMANCE MEASURE 2

Strategic objective Strengthen our environment

Measure Evidence of *productive* partnerships and contributions to interagency forums and committees*

Methodology

**Committees = permanent panels or groups established through governance to have recognised members and authority. Includes WADA standing committees (e.g. Finance and Administration; Health, Medical and Research; Education)*

- Number of engagements with stakeholders
- Participation in domestic and international interagency meetings
- Evaluation of membership on domestic and international committees
- Attendance and evaluation of Leadership in Sport conferences
- Output and evaluation of bi-lateral arrangements
- Output and evaluation of joint interagency projects
- Output of Athlete Advisory Group meetings
- Annual stakeholder survey

Sport Integrity Australia's effectiveness is contingent on impactful partnerships. We take a leadership role in interagency capacity building, collaboration and consultation, both nationally and abroad, via formal and informal engagements, fora, committees and working groups.



PERFORMANCE MEASURE 3

Strategic objective Strengthen our environment

Measure Evidence of stakeholders using Sport Integrity Australia resources*

Methodology

**Resources = website, governance templates, social media tiles, flyers, posters, education plans, facts sheets, Sport Integrity app, Health Effects app, 'On Side' podcast*

Output and evaluation of information sharing agreements
(i.e. Memoranda of Understanding, from the *perspective of sharing resources*)

Output and evaluation of stakeholder's requests for resources

Number of website page views

Output and evaluation of 'On Side' podcast

Use and evaluation of Sport Integrity Australia app

Use and evaluation of Health Effects app

Number of education and awareness outreach events

Annual stakeholder survey

As a relatively smaller agency with a broad regulatory remit, it is incumbent upon Sport Integrity Australia to effectively share impactful resources as a key enabler to empowering stakeholders to collectively strengthen the sports integrity environment.



PERFORMANCE MEASURE 4

Strategic objective Strengthen our environment

Measure Evidence of Sport Integrity Australia's *activities to influence* positive behavioural change across the sporting community

Methodology

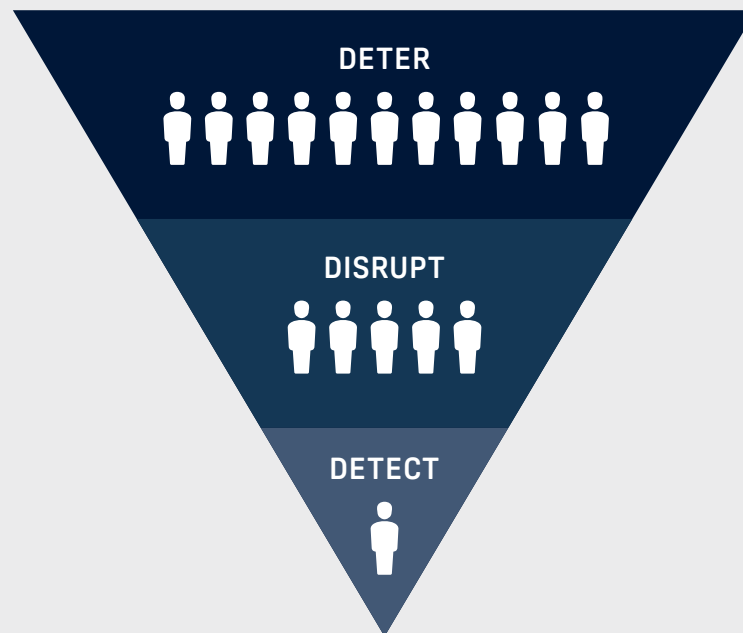
- Direct sourcing from sports for compliance with the National Integrity Framework
- Output of social media
- Output and evaluation of education elements (core products, online, face-to-face, clean sport educators)
- Annual stakeholder survey

Activities to influence positive behavioural change revolve around enabling and empowering the sporting community to make better decisions. These better decisions may be culturally or operationally themed and may relate to reporting information, resisting an opportunity to cheat, supporting or defending a teammate, or advocating the cause to promote sports integrity.



ADDRESS THREATS TO OUR ENVIRONMENT

In collaboration with our partners, Sport Integrity Australia takes a leading role through activities and coordination efforts to address threats to sports integrity framed around a variety of intervention options and effective application of those options. These activities influence *deterrence* – to discourage from acting or proceeding, *disruption* – to cause disorder to the normal continuance of something, and *detection* – to discover the existence of something.



PERFORMANCE MEASURE 5

Strategic objective

Address threats to our environment

Measure

Evidence of Sport Integrity Australia's *activities and coordination efforts* to address sport integrity threats

Methodology

Output of media campaigns
Output and evaluation of education to high-priority sports/athletes
Output of sport Integrity Australia's information assessment framework
Output and evaluation of testing strategies
Output of science review and analysis
Output of legal processes (i.e. show cause notices, sanctions, public disclosures)
Output of investigations
Annual stakeholder survey

The agency's activities and coordination efforts to address threats to sports integrity is framed around a variety of intervention options and effective application of those options. These activities influence *deterrence* – to discourage from acting or proceeding, *disruption* – to cause disorder to the normal continuance of something, and *detection* – to discover the existence of something.



A close-up, low-angle shot of rowers in a boat, focusing on their hands gripping yellow handles and the black oars. The rowers are wearing blue long-sleeved shirts and red and white patterned shorts. The background is a blurred view of the water and the sky. The text "10. SPORT INTEGRITY AUSTRALIA CAPABILITIES" is overlaid in the bottom right corner, with "CAPABILITIES" in yellow and the rest in white. Two thin yellow diagonal lines are also present: one starting from the top right and ending near the text, and another starting from the bottom center and extending towards the bottom right.

10. SPORT INTEGRITY AUSTRALIA **CAPABILITIES**

TECHNOLOGY

Technology plays a critical role in combatting sports integrity threats. Sport Integrity Australia continues to invest significantly to enhance both our own ability to detect these threats and to provide athletes with engaging mediums to help them make more informed choices.

In recent times, we have delivered a wide range of complex Information and Communication Technology (ICT) programs aimed at integrating staff and establishing the technology foundations for Sport Integrity Australia. Some key projects are the development and deployment of Microsoft Office365 collaboration and productivity tools at Protected-level, Protected-level mobilisation of all staff, Customer Relationship Management systems, Azure cloud services and enhanced security protections.

In 2020–21, Sport Integrity Australia will continue to develop and use innovative technological solutions to improve the effectiveness, engagement and reach of its education program, including through the Sport Integrity app, virtual and augmented reality programs, and online education and communication platforms.

Sport Integrity Australia will build on its existing ICT platforms, developed as part of our Digital Business Transformation over the past 2 years, to enhance our capability and on-board new capabilities. Key upcoming work is finalisation of the Dynamics365 business digitisation program and establishment of an intelligence collection and analysis platform with delivery focus moving to enhancing existing capabilities aligned to evolving business requirements.

WORKFORCE CAPABILITY

Sport Integrity Australia is required to develop and maintain capability across complex and wide-ranging areas in order to meet our Purpose. In 2020–21 we will focus on enhancing existing capabilities, acquire skills where we have gaps and assess what the future of our organisation might look like.

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

- ensure all people are treated with respect and dignity regardless of sex, sexuality,

disability, age, race, ethnicity, religion, culture or other arbitrary features

- create and foster equality through a supportive and understanding environment for all individuals to realise their potential
- build an agile workforce that is more creative and open to change
- increase its ability to recruit and retain high performing staff, including through training, secondment, project management and mentoring opportunities
- improve productivity and performance
- increase the organisation's competitiveness and growth
- enhance its reputation with athletes, sports and in the broader community.



11. RISK MANAGEMENT AND OVERSIGHT

Sport Integrity Australia operates in a complex and changing environment requiring flexibility and adaptability to succeed. Noting the possibility of emerging and unidentified risks, we have identified the following key strategic and/or enterprise risk themes for the 2020–21 financial year:

1. Tokyo Olympics.
2. Implementation of changes to the World Anti-Doping Code and related International Standards.
3. Government and stakeholder expectations of Sport Integrity Australia.
4. Implementation of the agency's Digital Business Strategy.
5. Recruitment to operationalise additional Australian Government funding.

The agency cannot eliminate risks from its operations; we must engage with and respond to risk in a way that is proportionate to the circumstances. We are also taking steps to embed a risk culture which recognises the opportunities presented through a healthy risk appetite and increased familiarity with risk processes.

Our level of risk management capability is aligned with the requirements of section 16 of the PGPA Act and is founded upon principles set out in ISO 31000 Risk Management – Principles and Guidelines and the Commonwealth Risk Management Policy. Risk management and fraud control at Sport Integrity Australia is governed by the Risk Management and Fraud Control Framework, which includes:

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

The Risk Management and Fraud Control Framework embeds risk management in all Sport Integrity Australia's operational and corporate activities. We do not view risk management as a stand-alone process. It is entrenched in our business planning and resource processes and is closely aligned with a range of other business processes that are performed within the agency (e.g. assurance activities).

Sport Integrity Australia encourages its Directors to engage with and make risk-based decisions. The agency's Executive recognise it is not necessary or desirable to eliminate all risks inherent in its activities. Acceptance of risk is often necessary to foster innovation and efficiencies within business practices. Sport Integrity Australia expects all its employees to pursue objectives in such a manner to address risk appropriately and proportionately while leveraging opportunities presented through well-developed risk processes.

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



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