Australian Government

Australian Sports Commission

Integrity guidelines
for directors and leaders
of sporting organisations

Introduction

The Australian Government believes that integrity arrangements are paramount to the effective performance of any sporting organisation. The Australian Sports Commission (ASC) with its partners the Australian Sports Anti-Doping Authority (ASADA) and National Integrity of Sport Unit (NISU) supports Australian sporting organisations having appropriate governance and integrity frameworks in place to deal with a range of integrity threats including doping, illicit drug use, match fixing and other ethical and integrity issues. The components of an effective integrity framework should include:

- anti-doping policies and education initiatives

- illicit drugs policies and education initiatives

- match-fixing policies and education initiatives

- sports science sports medicine (SSSM) principles, and

- member protection (specifically complaint handling and child protection measures).

INTEGRITY GUIDELINES FOR DIRECTORS AND LEADERS OF SPORTING ORGANISATIONS

All board members and senior management of a sporting organisation have a responsibility to inform themselves and oversee the integrity framework of their organisation. This includes: ensuring they follow best practice; promote a culture of integrity; and comply with legislative and regulatory requirements. To facilitate reporting to the board and to discharge responsibilities, senior management should also have appropriate processes in place to regularly collect, analyse and review information regarding integrity activities and issues. These processes should be communicated to the sporting organisation's stakeholders (i.e. athletes, coaches, officials, volunteers, staff and board directors) as applicable.

Oversight of integrity policies and practices must form part of the sporting organisation's risk management process. Considerations should include understanding the vulnerabilities of the organisation and its competitions, the health and wellbeing of athletes and ultimately developing appropriate integrity safeguards to mitigate risks. The sporting organisation should also ensure a regular reporting system is established whereby the board (through its audit and risk committee or other relevant body) is provided with information detailing integrity activities and issues. The reporting period may vary based on the size and risk profile of the organisation, but should be provided on a regular basis.

In order to achieve appropriate oversight of their organisation's integrity framework, and ensure their responsibilities as a director are fully discharged, individual directors must fully inform themselves of the organisation's integrity practices. To provide practical assistance, the ASC provides guidance over the following pages on questions directors might ask when overseeing integrity arrangements. Please note the list of questions is by no means exhaustive and directors should ensure any actions they take are based on a thorough review of all available information and are assessed against the organisation's risk management framework and strategic objectives.

The ASC, ASADA and NISU assist sporting organisations to deal with a range of integrity threats and all have resources available, including template policies, codes of conduct and education programs, to assist sporting organisations strengthen their integrity frameworks.

A summary of these resources including links to resources on ASADA and NISU's websites can be found at **www.ausport.gov.au/supporting/integrity_in_sport**

Example question set

- Are the organisation's integrity policies (SSSM, anti-doping, illicit drugs, match fixing and member protection) up to date, approved and available to all stakeholders (board directors, staff, coaches, officials and players)?

- Is there an integrity framework in place which requires all stakeholders to be familiar with the organisation's integrity policies and rules of the organisation and disclosure of relevant information as required?

- How many new stakeholders have commenced with the organisation over the reporting period? Of those, how many have undergone a formal on-boarding process which includes familiarisation with the organisation's integrity policies?

- Are all staff employed on either employment agreements binding them to the organisation's integrity policies, or engaged under contracts requiring them to comply with the integrity policies and including a right of termination in the event of a breach?

- Does the organisation include moral clauses and related, disciplinary rules in athlete, coach, official and staff contracts?

- Have all SSSM and high performance staff, including contractors, had full background checks before being hired?

- Does the organisation have an education plan in place to ensure all stakeholders have undertaken ASC approved integrity education courses (anti-doping, illicit drugs, match fixing, child protection) according to their role and does it have in place arrangements to ensure the course is undertaken by its members?

- Does the board understand the level of risk the organisation may be exposed to in relation to integrity issues and do the organisation's risk management processes capture and report on this risk, for example value of financial rewards for athletes and officials, risks of harm to children, prevalence of injury etc?

- Has the organisation undertaken an NISU administered Sports Integrity Threat Assessment?

- Is the organisation a member of NISU's quarterly Australian Sports Integrity Network meetings?

- Has an annual integrity briefing taken place with all stakeholders and have board directors also attended?

- Does the organisation have processes in place to evaluate the effectiveness and implementation of its integrity policies and education programs, and whether such measures are having a positive impact on the organisation's level of integrity-related risk?

- Does the organisation have an integrity committee in place for overseeing processes and scrutiny operating under a relevant charter?

- Have any integrity policy breaches been detected and recorded in the reporting period and if so what subsequent management action was taken during the period?

- Does the organisation actively seek to develop or improve partnerships with key stakeholders such as regulators, law enforcement/other public authorities?

- Does the organisation provide avenues and protections for potential whistleblowers?

- Is the organisation familiar with the resources provided by ASADA, ASC and NISU?

- Does the organisation understand the level of risk it may be exposed to in relation to its commercial and other service provider relationships and is this reflected in the risk register?

- Are board members familiar with their commercial partners, sponsors and service providers?

- What is the level of private ownership of clubs/sporting teams within the sport?

- What is the level of foreign ownership within the sport and/or is the level of foreign sponsorship/investment in the sport?

- Does the organisation have a due diligence process in place for vetting commercial partners and service providers (e.g. criminal and financial checks), referees/umpires and contractors?

- If required does the sporting organisation have processes in place to report suspicious activity to the relevant law enforcement agency?

- Does the board understand what underpins the reputation and ongoing viability of the organisation?

- Has the board established mechanisms to create a culture that allows, rewards and encourages openness?

- Are issues seen from the perspective of external stakeholders as well as from an internal perspective?

- Are the desired behaviours enacted by management or is there defensiveness about organisational culture?

- Do the engagement results of employee surveys identify regular concerns or conflicts of interest or a fear of speaking up?

- Does the style and entrenchment of the CEO block the possibility of constructive challenges from within the executive team?

SPORTS SCIENCE SPORTS MEDICINE

- Do the organisation's SSSM and high performance structures feature a clear separation of powers of responsibility, and clearly set out the roles and responsibilities of the board, CEO and staff involved in high performance and SSSM?

- Are all SSSM and high performance staff appropriately qualified and, if applicable, accredited by an industry accreditation body such as Sport Dietitians Australia (SDA), Exercise Sports Science Australia (ESSA) or the Australian Health Practitioner Regulation Agency (AHPRA)?

- Does the organisation have supplements, medication and injection policies in place?

- How many athletes are currently listed on the organisation's self-injection register?

- Is information on the supplementation protocol accurate and up to date?

- Does the organisation have a written policy or framework placing medical decision making and approval of supplements use in the hands of the NSO/team doctor?

- Is there a listing of supplements/medication being overseen and distributed by the organisation during the reporting period, and identification of variances in year-to-year usage?

- Is there a financial analysis of organisational expenditure on supplements/medication?

- Has the organisation adopted the AIS Supplement Framework?

ANTI-DOPING

- Has the anti-doping policy been approved and/or adopted in accordance with the rules of the sporting organisation for example through the organisation's constitution?

- Are all members aware of, or have the ability to become aware of their anti-doping responsibilities as established in the anti-doping policy (recommended through membership forms and via ASADA education resources)?

- Is there a summary of any Therapeutic Use Exemption (TUE) medicines administered during the reporting period, including the circumstances of their use and sign-off by the administering doctor, and identification of variances in year-to-year TUE usage?

- Does the organisation have a recognised process/mechanism in place to manage information about possible anti-doping rule violations internally within the organisation?

- If user-pay testing occurs, is there a summary of anti-doping tests conducted over a 12 month period?

- Are there appropriate education resources available to athletes and staff and is a proactive education program provided? If there is an education program, how often is it run and who attends?

ILLICIT DRUGS

- Does the organisation have an appropriate illicit drugs policy and does it conduct a comprehensive illicit drug education program? If there is an education program, how often is it run and who attends?

- Is there a summary of illicit drug tests conducted over a 12-month period?

MATCH FIXING

- Does the organisation have a member protection plan (MPP) in place that conforms to the ASC's recommended inclusions on protecting children involved in the sport?

- Does the organisation ensure the requirements of the anti-match-fixing policy (e.g. education of athletes and officials through the Keep Sport Honest online education program) are being met through the entire organisation (including sub-elite and grassroots member organisations under its control)?

- Does the organisation have Sports Controlling Body status and the requisite sports betting 'integrity agreements' in place with betting operators? Do these operators provide detail on betting market activity and information on suspicious betting activity?

- Is the organisation ensuring financial returns from the operation of sports betting 'integrity agreements' are being utilised to support improved integrity efforts within the sport?

- Does the board require management to assess its match-fixing risks domestically and internationally? For example, this includes understanding the:

  — extent of international and domestic wagering markets

  — betting markets offered on sub-elite and lower tier competitions

  — number of Australian competitors/officials who spend extended periods of time competing/officiating overseas and returning to Australia to compete/officiate

  — implications of match official/player remuneration

  — capacity of the sport to identify an athlete who has a personal issue that might make them vulnerable to engaging in activities which may threaten the integrity of the sport.

  Are such risks reflected in the organisation's risk register?

- Does the organisation have appropriate agreements in place with betting and monitoring operators and do these agencies provide detail on the betting markets being framed within the sport and the quantum of betting activity occurring?

- Does the board and management actively engage in risk-management practices to mitigate risks of gambling, match fixing and corruption? This includes but is not limited to:

  — putting in place contractual obligations to prevent athletes and officials from betting on their own matches/races

  — consistently applying penalties (in the form of suspensions, bans, fines, and/or criminal sanctions) for wrongdoing, and

  — randomising assignment of stewards or other authorities officiating at races/games.

MEMBER PROTECTION

- Does the organisation ensure that all complaints received, including grievances and disputes, both formal and informal, are properly documented recording how the complaint was resolved and the outcome of the complaint?

- Is there a list of appropriate persons within the organisation who are trained to deal with complaints under, or breaches of, the member protection policy, for example member protection information officers (MPIO)?

- Are the organisation's current induction and education programs playing a key part in its commitment to member safety? This includes:

  — offering complaints handling training for staff and volunteers

  — ensuring all staff, coaches, players, officials and volunteers undertake relevant education such as the child protection e-learning course developed by Play By The Rules.

CHILD PROTECTION

- Does the sport actively and openly promote a culture of being safe for children?

- Does the organisation ensure that everyone who works within the sport in a paid or unpaid capacity understands how to appropriately record and report allegations of child abuse and neglect and understand the organisation's reporting procedures?

- Does the organisation treat any allegation of child abuse or neglect promptly and with sufficient seriousness?

- Does the organisation have a suitably trained MPIO (or equivalent) that acts as a clearly identifiable person to whom complaints can be made?

- Are all directors familiar with the child protection resources and e-learning course developed by Play By The Rules?

- Does the organisation know and understand any mandatory reporting obligations in place when an allegation of child abuse is received?

- Does the organisation ensure that each person involved in the delivery of services to children and young people understands their role and the expected behaviours in safeguarding children and young people from abuse and neglect?

- Does the organisation have appropriate measures in place to minimise the likelihood that it will recruit a person who is unsuitable to work with children or young people?

- Does the organisation ensure that each person involved in the delivery of services to children and young people have the appropriate working with children checks?

- Does the organisation involve and communicate with children, young people and their parents to develop a safe, inclusive and supportive environment?

- Are sufficient safeguards in place to ensure any allegations of child abuse do not result in a complainant being victimised?