

# Integrity | 20 Blueprint | 25

*Keeping triathlon  
safe and fair for  
everyone*

**AUS  
TRIATHLON**



# *A strong culture of integrity*

The AusTriathlon (AusTri) Integrity Blueprint is a comprehensive strategy designed to embed a strong culture of integrity within Australian triathlon, ensuring that the sport remains safe and fair for everyone.

Developed in collaboration with Sport Integrity Australia (SIA) and key stakeholders, the Blueprint builds upon the foundation provided by the National Integrity Framework (NIF) and focuses on mitigating integrity threats through both prevention and response measures, fostering a proactive integrity culture that extends beyond regulatory compliance.

The Blueprint provides a comprehensive understanding of the emergence of a nationwide coordinated integrity approach, why this emergence occurred and how AusTri intends to utilise the subsequent increased integrity resources.

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## DEFINITION OF INTEGRITY

Defining integrity is essential for establishing a common and shared understanding of the concept. A clear, consistent definition serves as the foundation for effective collaboration, ensuring that all stakeholders operate with aligned expectations. A unified interpretation of integrity minimises confusion and enhances the precision of discussions, decision-making, and problem-solving throughout the entire triathlon ecosystem.

SIA define integrity as the 'manifestation of the ethics and values that promote community confidence in sport.' This definition provides a solid framework for fostering trust and accountability across sport.

This definition can be operationalised as the *"visible and invisible behaviour and outcomes of actions in sporting environments that express what is considered right and what is valued among the majority of the population or groups"*. (Hans Westerbeek, Vic Uni)

Protecting the integrity of sport requires both the prevention of unethical behaviour and the promotion of ethical conduct, grounded in core values such as honesty, respect and discipline.

Two primary threats to sport integrity can be identified: first, threats to fair and honest performance, including issues like doping and competition manipulation; and second, threats to positive and safe sporting experiences, arising from behaviours such as discrimination and abuse.


Therefore, protecting the integrity of triathlon demands a commitment to ensuring the sport remains both Safe and Fair for all participants.

Fairness in sport is achieved when all participants compete under equal conditions, ensuring that the outcome of the contest remains uncertain and is determined by skill and effort. Safe sporting environments prioritise the well-being of everyone involved, fostering competitive and social spaces where athletes feel safe to train, compete, and engage without fear or compromise.

The concept of 'Safe and Fair Triathlon' serves as AusTri's definition for integrity, offering a unifying principle that can bring together the entire triathlon ecosystem. This definition emphasises the dual pillars of safety and fairness as essential to maintaining the integrity of the sport.

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The Wood Review is the most  
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## SPORT INTEGRITY AUSTRALIA

On 5 August 2017, the then Minister for Sport, the Hon. Greg Hunt MP, announced a review of Australia's sports integrity arrangements to be led by the Hon. James Wood AO QC.

The Wood Review is the most comprehensive examination of sports integrity arrangements ever undertaken in Australia and presented 52 recommendations for consideration by the Australian Government.

The Australian Government acknowledges the Wood Review finding that sports are challenged by a range of mounting integrity threats, which include the increasing sophistication and incidence of doping, the globalisation of sports wagering particularly through rapidly growing illegal online gambling markets, the infiltration and exploitation of the sports sector by organised crime, corruption in sports administration and growing participant protection issues — particularly the sexual abuse of minors in sporting environments.

The centrepiece of the Wood Review recommendations was the formation of a single body to address sports integrity matters at a national level — a national sports integrity commission. This new body was called Sports Integrity Australia (SIA).

SIA is working towards creating a safe, fair and inclusive sporting environment for everyone involved in sport, an environment that is free from abuse, discrimination or harassment. To do this, SIA recognise that sports and integrity agencies must work together to help protect our athletes, regardless of where they play or the level they play.

SIA's role is to protect Australian sport from the:

- use of prohibited substances and methods in sport
- abuse of children and other people in a sporting environment
- manipulation of sporting competitions
- failure to protect people in a sporting environment from bullying, abuse, intimidation, discrimination, or harassment.

SIA are Australia's national anti-doping organisation, and are responsible for implementing an effective program consistent with international requirements and Australian legislation.

SIA collaborates with sports organisations, such as AusTri, to enhance their existing integrity functions or develop new capabilities, ensuring the protection of athletes and the integrity of the competitions they govern. SIA provides essential resources, training, and education to support sports, alongside offering an independent complaint-handling model to address integrity issues that may arise.



# THE NATIONAL INTEGRITY FRAMEWORK

The NIF was developed by SIA as part of their response to growing integrity threats.

The NIF is a suite of policies which sets out rules for unacceptable behaviour in sport and how complaints about breaches of these rules are managed.

AusTri adopted the NIF in March 2022. The NIF is one of AusTri's responses to the threats to the integrity of Triathlon. These policies outline what types of behaviours are unacceptable in Triathlon – these behaviours are called Prohibited Conduct. Prohibited Conduct is an action that is a breach of a policy – for example, bullying is Prohibited Conduct under the Member Protection Policy.

The NIF includes:

**Child and Young People Safeguarding Policy:** the Safeguarding Children and Young People Policy is designed to protect children and young people in sport by putting in place rules and processes to ensure sporting environments are inclusive, positive and safe for everyone at all times.

**Member Protection Policy:** the Member Protection Policy is designed to protect the welfare, wellbeing, and health of everyone involved in sport. It provides clear definitions of abuse, bullying, harassment, sexual misconduct, discrimination, victimisation and vilification in sport, along with information on how to report these behaviours.

**Improper Use of Drugs and Medicines Policy:** the Improper Use of Drugs and Medicines Policy is designed to protect athletes from harm caused by the improper use of medicines, supplements and illegal drugs.

**Competition Manipulation and Sports Wagering Policy:** this Policy is designed to keep sport fair by protecting sporting competitions from competition manipulation (also known as match-fixing) and associated betting activity.

**Complaints, Disputes and Discipline Policy:** the Complaints, Disputes and Disciplines Policy (CDDP) provides sport and its participants with a complaint management process that can be run by either SIA or the sport.

# NATIONAL INTEGRITY FRAMEWORK



SPORT INTEGRITY  
AUSTRALIA

## INTEGRITY POLICIES

**Australian National Anti-Doping Policy** – The Australian National Anti-Doping Policy reflects the 2021 World Anti-Doping Code and amendments to Australian anti-doping legislation. The purpose of the Australian National Anti-Doping Policy is to have a single and consistent set of anti-doping rules across all sports in Australia. Effective from January 1, 2021, the AusTri Anti-Doping Policy adheres to the Australian National Anti-Doping Policy.

A non-NF Policy but central to SIA's mission, this unified policy provides a consistent set of anti-doping rules across all Australian sports to prevent, detect, and address doping. It promotes fair competition, athlete health, and the integrity of sport by outlining prohibited substances and methods, testing procedures, and the rights and responsibilities of athletes and support personnel. The policy emphasises education, prevention, and strict enforcement to uphold anti-doping standards.

**Code of Conduct** - This Code of Conduct (Code) is a policy that supplements the NIF. This Code aims to ensure that everyone involved in Triathlon is aware of the standards of behaviour expected of them and the mechanism for dealing with any conduct that is alleged to breach the Code.





## NATIONAL INTEGRITY MANAGER NETWORK

In July 2022, SIA launched a new 24-member National Integrity Manager (NIM) Network to strengthen the integrity capabilities of sports organisations that have adopted the NIF.

The network included 19 NIMs embedded within various sports and an additional five Integrity Support Officers at SIA. Their role is to support the implementation of the NIF, a comprehensive set of policies aimed at mitigating integrity threats, ensuring athlete safety, and maintaining fair competitions.

The NIM grant program which funds the employment of a NIM is administered by the Australian Sports Commission, with funding provided by SIA. Currently, SIA funds the employment of 33 NIMs across 48 sports.

Inaugural SIA CEO David Sharpe said the network is the first of its kind and will proactively help protect Australian sport.

*"The network will provide Integrity Managers with a supportive and collaborative environment to ensure they can effectively implement the Framework in their sports, including training, resources, expert advice, and development and networking opportunities provided by Sport Integrity Australia," Mr. Sharpe said.*

*"Having these government-funded positions embedded in sports will enhance their integrity capability and help keep their sports safe and fair."*

AusTri received funding to employ a NIM on a full-time basis, marking a critical step in enhancing AusTri's integrity capabilities.

The NIM network has increased significantly since its launch in 2022 and continues to be a vital component in Australian Sports ability to poet against integrity threats.





## THE POWER OF SPORT

AusTri is dedicated to both protecting and enhancing the positive impact that triathlon has across Australia, which is driven by the creation of meaningful and enriching experiences.

This positive influence is often described as the *“power of sport,”* reflecting the wide range of benefits that sport can provide to participants, communities, and society as a whole. Through fostering these positive experiences, AusTri aims to promote the ensuring value and influence of triathlon in both competitive and community settings. The power of sport was most famously summarised by Nelson Mandela when he said:

*“Sport has the power to change the world. It has the power to inspire. The power to unite people in a way that little else does. It speaks to youth in a language that they understand. Sports can create hope, where once there was only despair. It is more powerful than governments in breaking down racial barriers. It laughs in the face of all types of discrimination. Sports is the game of lovers.”*

Mandela’s words continue to resonate today as a testament to the transformative, beneficial, and unifying potential of sports.

Sport has the unique ability to unite people, transcending differences in language, ability, culture, and beliefs, while offering a range of physical, social and economic benefits.

However, as highlighted in the Australian Government’s report ‘Safeguarding the Integrity of Sport’, this power can be eroded by various forms of abuse, and triathlon in Australia is not immune to these challenges. The report warns that *“without integrity underpinning our sporting competitions and events, we risk losing the great benefits that sport delivers.”*

The power of sport is directly tied to the protection of its integrity. When integrity is compromised, the ability of sport to positively influence lives diminishes.

When sport becomes unsafe or unfair, it can have the opposite effect, leading to negative outcomes for individuals and communities alike. Protecting the integrity of triathlon is therefore essential to preserving its capacity to inspire and unite.

Preserving the positive impact of sports globally requires ongoing vigilance and a steadfast commitment from all stakeholders. The entire triathlon ecosystem plays a critical role in maintaining the sport’s integrity. Failure to fulfill this responsibility can lead to serious repercussions, including physical and mental harm to participants, reputational damage, financial losses, and legal complications.

Protecting the integrity of sport is fundamental to preserving its power as a positive force. Ensuring that sport remains safe and fair is not a choice – it is a necessity. Without these protections, sport risks losing its capacity to inspire, unite, and benefit individuals and communities.

**...instances of dishonesty not only compromise the**  
*spirit of competition*  
**but also erode the trust of fans and participants alike.**

## THE DARK SIDE OF SPORT

AusTri's commitment to protecting and enhancing the positive impact of triathlon by fostering positive experiences extends to addressing and eliminating the negative experiences that can be generated through sport.

While AusTri, like many sports organisations, seeks to emphasise the Power of Sport, it is equally important to confront the dark side of sport – the consequences that emerge when sport becomes unfair or unsafe. Acknowledging and addressing these risks is essential to ensuring that the sport remains a positive and enriching experience for all participants.

Sport is often celebrated as a unifying force, providing a platform where individuals can showcase their talent, determination, and resilience – whether for personal enjoyment or to fulfill a deeper purpose. However, beneath this positive exterior can lie a darker reality, marred by corruption, cheating, and unethical behaviour.

From doping scandals to match-fixing, instances of dishonesty not only compromise the spirit of competition but also erode the trust of fans and participants alike. They distort the unscripted drama that makes sport magical, turning it into a deception. Unfair practices cast a shadow over the entire sporting community, undermining its core value and damaging its reputation. Protecting sport's integrity is essential to preserving its authenticity and its positive impact on society.

The dark side of sport extends far beyond issues of fair play. Problems such as bullying, harassment, and abuse can afflict sports at all levels, leaving lasting scars that extend far beyond the playing field. Whether it involves a toxic culture within a club or the exploitation of young athletes by those in positions of power, these negative experiences have no place in sport and must be addressed with urgency and diligence.

Ultimately, the preservation of the integrity of sport is not merely a moral imperative; it is essential for the ongoing growth and success of the sporting community.

It is our collective responsibility to ensure that triathlon remains safe and fair, just as it is our duty to uphold these standards across all sports. Together, we can foster an environment that prioritises integrity, protects participants, and celebrates the positive impact of sport in society.





## SAFE AND FAIR TRIATHLON

While Safe and Fair Triathlon is a simple way to define integrity, it covers many critical elements that require further exploration as we endeavour to protect against all forms of harm and abuse.

### Safe Triathlon

- **Physical safety:** physical safety involves implementing practices aimed at preventing injuries and physical harm.
- **Mental health and wellbeing:** mental health and Wellbeing are critical components of a safe sporting environment. Addressing these aspects ensures that Ecosystem members are supported not just physically, but also psychologically and emotionally.

### Fair Triathlon

- **Procedural fairness:** procedural fairness is adhering to the rules, regulations, and standards that govern the conduct of triathlon.
- **Opportunity fairness:** opportunity fairness is creating an inclusive and equitable environment in triathlon.
- **Outcome fairness:** outcome fairness focuses on protecting the fairness of competition outcomes in triathlon. It aims to ensure that race results are determined solely by athletes' skill, effort, and fair play, rather than external influences such as doping, cheating, or biased officiating.





## SAFE AND FAIR TRIATHLON

### Triathlon Environments

AusTri acknowledges the critical need to protect both physical and digital environments to ensure the overall safety and fairness of the sport. This dual focus encompasses protecting all stakeholders from potential harm in both face-to-face and online settings.

Prevention and response measures must address both physical and digital environments to provide comprehensive protection:

- **e-Safety:** in the digital age, the sport's ecosystem extends beyond physical venues to include online platforms where interactions, training, and competitions occur.
- **Face-to-face environment:** the face-to-face environment encompasses all physical interactions and events within the sport, including training sessions, competitions, and other in-person activities.



# UNITING FOR INTEGRITY: THE BENEFITS FOR OUR ECOSYSTEM

When the AusTri ecosystem comes together to uphold safety and fairness, the power of sport thrives, leading to numerous benefits:

- **athlete wellbeing:** a focus on safety and fairness supports the physical, mental, and emotional wellbeing of athletes, helping them reach their full potential.
- **enhanced reputation:** a commitment to integrity builds a strong, positive reputation for AusTri and triathlon in Australia, attracting more participants, fans, and sponsors.
- **increased participation:** safe and fair environments encourage more people to engage in triathlon, creating community growth.
- **sustainable success:** integrity-driven practices ensure long-term success by promoting ethical behaviour, reducing conflicts, and maintaining a level playing field.
- **trust and confidence:** maintaining high integrity standards develops trust among all stakeholders, ensuring continued support and collaboration.

The AusTri Ecosystem must collectively uphold integrity to ensure that the sport remains safe and fair. This unified approach not only protects positive experiences for all participants but also enhances the sport's growth, reputation, and long-term sustainability.

By working together to maintain high standards of integrity, we can foster an environment that encourages participation and supports the overall success of triathlon in Australia.

Keeping the sport safe and fair is everyone's responsibility.



# INTEGRITY AND AUSTRI STRATEGIC PLANS

The successful implementation of AusTri's strategic plan is intrinsically linked to our ability to establish safe and fair environments throughout our ecosystem.

Our vision of creating a happier, healthier, and more connected nation through triathlon and multisport experiences, coupled with our purpose of enabling more individuals to enjoy these

activities in various locations, demands an unwavering commitment to safety and fairness. Without environments where participants feel secure and respected, we cannot achieve these objectives — nor can we realise our long-term goal of having over 200,000 participants on starting lines annually by 2032.

## AUSTRI: STRATEGIC PRIORITIES



### A SPORT FOR EVERYONE

To enhance accessibility, relevance, and enjoyment of triathlon and multisport for individuals of all backgrounds, ages, genders, sexual orientations, and ability levels, we must ensure that our sport is both inclusive and welcoming. Upholding Integrity in the creation of these environments requires the establishment of clear policies and practices to combat discrimination, bullying, and harassment.

Additionally, we must actively promote diversity and inclusion within our community, fostering a culture that values and respects all participants.



### WINNING WELL TO INSPIRE

Our commitment to performance-driven, athlete-centered, and optimised programs depends on maintaining a safe and fair high-performance environment.

This requires strict compliance with anti-doping regulations, ethical coaching practices, fair competition standards, and a strong focus on athlete well-being.



### WORKING IN HARMONY

To establish an industry-leading national sports organisation through a cohesive strategy, operational plans, goals, behaviours, branding, structures, and systems, trust and collaboration are essential. Integrity serves as the foundation for these efforts, fostering transparency, accountability, and mutual respect among all stakeholders.

By prioritising integrity, we can build strong relationships and create a supportive environment that drives the success of the organisation and the sport as a whole.





## AUSTRI DNA

Integrity is also essential to uphold the AusTri values outlined in our Strategic Plan. Our commitment to Unity, Accountability, Courage, Enjoyment, and Inclusivity can only be achieved in an environment where integrity is prioritised.

**Unity:** integrity fosters collaboration among community members, ensuring they work towards common goals with honesty and transparency.

**Accountability:** upholding integrity means taking responsibility for our actions and ensuring that everyone is held to the same high standards.

**Courage:** integrity gives us the strength to make difficult decisions and stand up for what is right, even in the face of adversity.

**Enjoyment:** a safe and fair environment enhances the enjoyment of the sport, as participants can compete and engage without fear of unfair practices or harm.

**Inclusivity:** ensuring integrity means creating an environment where everyone feels welcome and valued, regardless of their background.



## EMBEDDING INTEGRITY

To ensure that triathlon in Australia remains safe and fair, AusTri must establish a strong foundation built on clear principles and strategic actions.

The 11 AusTri Integrity Principles provide essential steps to embed a culture of integrity.

As part of this foundation, AusTri adopts the VMOST strategy framework to ensure alignment of our integrity activities with long term strategic objectives.

### What is VMOST?

VMOST stands for Vision, Mission, Objectives, Strategy and Tactics. This Framework ensures that every effort, from high level planning to operational tactics, contributes towards AusTri's overarching integrity goals.



# The 11 AusTri Integrity Principles

## P1: CLEAR DIRECTION

Define and communicate a clear integrity vision, mission, and objectives to guide all initiatives

## P2: INTEGRITY HUBS

Identify Integrity Hubs

## P3: INTEGRITY TEAM

Establish an Integrity Risk and Culture Working Group (IRCWG) to oversee the Integrity Hubs

## P4: RISK MANAGEMENT

Conduct risk analysis within each Integrity Hub to identify and address integrity threats

## P5: RISK MITIGATION

Develop targeted mitigation strategies informed by criminological theories

## P6: ACTIVE INTEGRITY IMPACT POINTS

Implement an annual cycle to embed, reinforce, and renew integrity standards

## P7: ENSURE MESSAGE DISCIPLINE

Develop and implement an Integrity Communications Plan to ensure clear, consistent, and disciplined messaging

## P8: REWARD INTEGRITY STANDARDS

Introduce a reward system to recognise and celebrate adherence to integrity standards

## P9: STRENGTHEN INTELLIGENCE GATHERING

Establish a robust intelligence framework to monitor compliance, analyse risks, and track trends

## P10: LEVERAGE TECHNOLOGY AND SMES

Utilise technology and subject matter experts (SMEs) to streamline processes and support stakeholders

## P11: EMBED EMPATHY

Promote empathetic leadership to foster trust and reduce resistance to change



# P1-P3

## FOUNDATION PRINCIPLES

Principles 1-3 are known as the Foundation Principles.

These principles lay the groundwork for embedding integrity into the triathlon ecosystem. They establish the vision, structure, and leadership required to create a cohesive and sustainable integrity framework.

Without these foundational elements, efforts to address risks and implement change cannot succeed.



### P1: CLEAR DIRECTION

Define and communicate a clear integrity vision, mission, and objectives to guide all initiatives



### P2: INTEGRITY HUBS

Identify Integrity Hubs



### P3: INTEGRITY TEAM

Establish an Integrity Risk and Culture Working Group (IRCWG) to oversee the Integrity Hubs



## P1: CLEAR DIRECTION

To build on the foundations established by SIA and the NIF, to fully utilise our enhanced integrity resources, to significantly contribute to the AusTri Strategic Plan, and to meet the requirements of additional integrity commitments, AusTri must articulate a clear and compelling integrity vision and mission that unites and inspires our entire ecosystem.

While the frameworks provided by SIA are transformative, active implementation is critical to combat negative behaviours and elevate the positive aspects of triathlon. This active engagement ensures that integrity becomes more than a policy — it becomes the culture of our sport.



### P1: CLEAR DIRECTION

Define and communicate a clear integrity vision, mission, and objectives to guide all initiatives

## Our integrity vision:

### **EMBEDDING INTEGRITY TO WIN WELL AND TO PLAY WELL**

AusTriathlon aims to inspire everyone to find their starting line. We aim to inspire the nation through extraordinary performances and people. We aim to Win Well and to Play Well.

Integrity is integral in our ability to achieve this. Triathlon must be safe and fair to inspire. Triathlon must be safe and fair if we are to Win Well and to Play Well.

Our vision is to cultivate a triathlon community where safety and fairness is of paramount importance.

Through proactive prevention and effective response, we aim to make triathlon a sport where everyone feels empowered to participate, perform, and belong.

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## Our integrity mission:

### **TO BUILD THE FOUNDATIONS OF AUSTRALIAN TRIATHLON UPON SAFETY AND FAIRNESS – ENABLING PARTICIPATION, PERFORMANCE AND BELONGING TO THRIVE.**

This mission transforms the vision into practical action by embedding safety and fairness into every aspect of Triathlon.



# INTEGRITY OBJECTIVES

The objectives of the AusTri Integrity Blueprint translate the vision and mission into clear, actionable steps. They define how integrity will be embedded across all levels of the sport, ensuring safety and fairness are prioritised in every interaction, initiative, and decision.

Each objective focuses on a critical area — building a culture of shared responsibility, safeguarding participants, aligning with national strategies, and leading in global integrity efforts. Together, these objectives provide the roadmap to harness the power of sport and make triathlon a trusted, inspiring, and inclusive environment for all.

# 1

## OBJECTIVE 1: DEVELOP AN ECOSYSTEM- WIDE INTEGRITY IDENTITY

**Goal:** Embed integrity at every level of triathlon by fostering shared responsibility for ethical behaviour, where Active Bystanders and Positive Behaviours are championed as the norm.

# 2

## OBJECTIVE 2: PROTECT OUR SPORT THROUGH INTEGRITY POLICIES & PRACTICES

**Goal:** Foster safe and fair triathlon environments by embedding the National Integrity Framework across the ecosystem while developing compliance procedures and proactive safeguards that extend beyond the framework

# 3

## OBJECTIVE 3: BE AT THE FOREFRONT OF INTEGRITY WITHIN SPORT WORLDWIDE

**Goal:** Position AusTri as a global leader in sport integrity by pioneering innovative solutions, influencing international standards, and sharing best practices with the global sports community.



## WHAT IS AN INTEGRITY IDENTITY?

An Integrity Identity represents a culture in which integrity is prioritised within our ecosystem, fostering the promotion, adoption and enforcement of positive behaviour by all. It is also characterised by the normalisation of active bystanders who support and uphold these values.

Successfully developing an Integrity Identity ensures that our ecosystem takes a proactive approach to keeping their respective communities safe and fair through:

- adopting a receptive approach to integrity practices developed by AusTri and other key stakeholders, and actively supporting them
- addressing unsafe or unfair conduct
- never compromising integrity for personal gain
- adopting positive behaviours.

An Integrity Identity fosters a culture where our ecosystem actively seeks to maintain a safe and fair community, rather than feeling obligated to do so. In this context, integrity guardianship is viewed as a badge of honour and a source of pride, rather than a burden or a chore.

Without establishing an Integrity Identity, the adoption of safe and fair behaviours will be inconsistent and heavily reliant on AusTri, SIA and other organisations for regulation and support. Given that increased integrity resources are not always guaranteed, it is crucial to seize this opportunity to cultivate a robust integrity culture.



## WHAT IS AN ACTIVE BYSTANDER?

An active bystander, in the context of the AusTri Integrity Blueprint, is an individual who takes proactive measures to prevent or address unsafe or unfair situations within the sport. This includes recognising when something is amiss, choosing to intervene, and taking appropriate action. Additionally, it involves implementing proactive strategies aimed at reducing integrity risks.

Mobilising Active Bystanders within our ecosystem is crucial. These individuals not only witness misconduct but also take action against it, fostering an environment where integrity thrives. Active bystanders speak up, offer assistance, and report incidents, ensuring a safe and fair environment for all participants.

**Early intervention and prevention — the first line of defence:** active bystanders serve as the first line of defence against unethical behaviour. Their ability to intervene early can prevent minor issues from escalating into serious problems.

**Empowering the community — building a collective responsibility:** the empowerment of individuals to act as bystanders develops a sense of collective responsibility within the triathlon community. This collective effort not only enhances the sport's integrity but also promotes a community where everyone is committed to upholding and protecting its core values.

**Reinforcing ethical standards — setting exemplary conduct:** when active bystanders act, they reinforce the ethical standards and principles that AusTri strives to uphold. Their involvement demonstrates a clear commitment to integrity, setting a powerful example for others.

**Building trust and transparency — generating confidence:** a culture that actively encourages bystanders to intervene fosters trust among all stakeholders. Athletes, parents, coaches, and officials are more likely to have confidence in an organisation that visibly supports and protects its members.

**Continuous improvement and accountability — ensuring effectiveness:** active bystanders contribute to continuous improvement by providing feedback and reporting incidents that might otherwise go unnoticed. This ongoing input is crucial for refining policies, procedures, and training programs.

## POSITIVE BEHAVIOURS

In triathlon, positive behaviours create environments where everyone can thrive. This includes embracing diversity, encouraging safe practices, and promoting mental and physical well-being.

These behaviours contribute to a culture of trust and enjoyment, ultimately enhancing the experience for all participants.

## P2: INTEGRITY HUBS

Identifying Integrity Hubs, builds on the foundation set by Principle #1 – Clear Direction. These hubs ensure that the overarching vision is translated into actionable, measurable efforts across key areas of the sport.

The Strategic Integrity Hubs focus on delivering specific strategies in key areas, ensuring all integrity initiatives are targeted and effective:

### Blueprint Hubs and Strategies

1. **AusTri Membership and Operations:** ensure AusTri operations and membership are safe and fair through Practices, Identity, Ownership and Capability.
2. **Youth and Junior Pathway:** ensure the Junior and Youth Pathway is safe and fair through Practices, Identity, Ownership and Capability.
3. **Accredited Coach Program:** ensure coaching environments are safe and fair through Practices, Identity, Ownership and Capability.
4. **Technical Official Program:** ensure the Technical Official Program is safe and fair through Practices, Identity, Ownership and Capability.
5. **Olympic Performance Pathway Program:** ensure the Olympic Performance Pathway Program is safe and fair through Practices, Identity, Ownership and Capability.
6. **Paralympic Performance Pathway Program:** ensure the Paralympic Performance Pathway Program is safe and fair through Practices, Identity, Ownership and Capability.
7. **Sanctioned Events:** ensure sanctioned event environments are safe and fair through Practices, Identity, Ownership and Capability.
8. **Affiliated Clubs/Squads:** ensure club/squad environments are safe and fair through Practices, Identity, Ownership and Capability.





## P3: INTEGRITY TEAM

Establishing an Integrity Team ensures effective coordination and ownership of the Integrity Hubs established in Principle #2. By assigning each hub to members of the Integrity Risk and Culture Working Group (IRCWG), this principle fosters accountability, consistency, and adaptability across all integrity initiatives.

The IRCWG provides the leadership and expertise needed to align hub activities with the vision, mission, and objectives outlined in Principle #1. This ensures the high-level strategies of the hubs are transformed into actionable, measurable outcomes, creating a unified and ethical triathlon ecosystem.

Through this coordinated approach, the Integrity Team strengthens AusTri's ability to mitigate risks, operationalise the Integrity Blueprint, and foster a culture of safety, fairness, and ethical behaviour that protects the sport's values and future.

- 1. Leadership and coordination:** the IRCWG provides central oversight, ensuring all hubs operate cohesively under the Integrity Blueprint. By fostering collaboration between stakeholders and monitoring hub activities, the team ensures consistency and alignment across programs and operations.
- 2. Risk identification and mitigation:** proactively identifying and assessing integrity risks across AusTri's activities—including safeguarding, member protection, anti-doping, competition manipulation, and illegal drug use—is a core focus.
- 3. Compliance and accountability:** the IRCWG drives compliance with integrity policies. Through engagement with stakeholders, the group ensures high standards are consistently upheld.



# P4-P5

## RISK PRINCIPLES

Principles 4-5 are known as the Risk Principles.

These principles are essential for identifying, addressing, and mitigating integrity threats within the sport.

By focusing on prevention and response, they ensure that risks like safeguarding, competition manipulation, and anti-doping are managed effectively, creating a safe and fair environment for all.

The required Risk Mitigation actions identified during the Risk Management Process form the Tactics for the VMOST strategic approach.



### P4: RISK MANAGEMENT

Conduct risk analysis within each Integrity Hub to identify and address integrity threats.



### P5: RISK MITIGATION

Develop targeted mitigation strategies informed by criminological theories.





## P4: RISK MANAGEMENT

By prioritising proactive measures to prevent unethical behaviour and implementing swift, effective responses to incidents, we establish a resilient framework that safeguards the well-being of all participants.

At the core of this approach is comprehensive Risk Management. Comprehensive Risk Management enables AusTri to identify vulnerabilities, categorise risks, and implement targeted strategies to reduce the likelihood of unethical behaviour and mitigate its impact when incidents occur.

### Risk Management Framework

AusTriathlon's Risk Management Process, based on the ISO 31000:2009 framework, systematically identifies, assesses, evaluates and treats risks.

This process involves:

1. **risk identification:** identifying potential threats across hubs using NIF policies and other guidelines as risk identification lenses.
2. **risk categorisation:** prioritising risks based on impact and likelihood using a defined matrix.
3. **risk treatment:** implementing tailored prevention and response strategies informed by criminological theory and best practices.

This process ensures a proactive and systematic approach to integrity risk management across all hubs and operations.



## P4: RISK MANAGEMENT LENSES

AusTri applies its NIF policies as targeted lenses to guide the identification and assessment of risks of misconduct. These policies provide structured frameworks to evaluate vulnerabilities and inform tailored risk mitigation strategies.

Each Integrity Hub is responsible for applying these lenses to conduct regular risk assessments. By aligning with the specific requirements of each policy, the hubs can proactively identify potential misconduct, prioritise areas of vulnerability, and implement targeted safeguards to mitigate risks. This ensures that risks of policy breaches are systematically addressed across the sport.

### Policy Lenses

1. **Member Protection Policy** - Guides the identification of risks related to discrimination, harassment, bullying, and abuse.
2. **Safeguarding Children and Young People Policy** - Guides the identification of risks of harm to children and young people, focusing on preventive measures and protective practices to create safe environments – includes compliance with National Principles for Child Safe Organisations.
3. **Competition Manipulation and Sport Gambling Policy** - Guides the identification of risks related to match-fixing, unethical betting, and other actions that compromise the integrity of competition.
4. **Anti-Doping Policy** - Guides the identification of risks involving prohibited substance use, ensuring adherence to anti-doping standards and the preservation of fair play.
5. **Improper Use of Drugs and Medicine Policy** - Guides the identification of risks associated with the misuse of medications and recreational drugs, prioritising athlete health and compliance.
6. **Code of Conduct** - Guides the identification of risks of breaches in behavioural expectations, ensuring that actions across the sport align with ethical principles and the values of triathlon.
7. **Complaints, Disputes, and Disciplinary Policy** - Guides the identification of risks in the handling of complaints, disputes, and disciplinary processes, promoting fair, transparent, and consistent outcomes.



## P5: RISK MITIGATION

Principle #5 – Risk Mitigation builds directly on the work of Principle #4 – Risk Management, ensuring that identified risks are addressed through proactive, evidence-based strategies. This principle applies criminological theory to prevent and respond to unethical behaviour, creating environments that deter misconduct while fostering a culture of safety and fairness.

By systematically addressing the risks identified through the AusTri Risk Management Process outlined in Principle #4, this principle ensures the organisation can effectively mitigate threats to integrity across all hubs and operations.

### Theoretical Foundations of AusTri's Risk Mitigation

AusTriathlon's risk mitigation strategies are grounded in established criminological theories, which provide insights into the causes and conditions of misconduct. These include:

- **Crime Triangle Theory:** Highlights the interaction between offenders, vulnerable targets, and environments conducive to misconduct.
- **Routine Activity Theory:** Focuses on the circumstances under which misconduct occurs, such as lack of capable guardians.
- **Situational Crime Prevention:** Emphasises altering environments to reduce opportunities for unethical behaviour.
- **Rational Choice Theory:** Explains offenders' decision-making, weighing risks and rewards.
- **Finkelhor's Four Preconditions Model:** Identifies the stages offenders progress through, from motivation to overcoming barriers to act.

Together, these theories offer a robust framework for understanding and disrupting misconduct, enabling AusTri to implement targeted mitigation strategies.





## P5: THEORY INTO PRACTICE

### 1. Creating environments that prevent and deter misconduct

Criminological theories emphasise that misconduct occurs when specific conditions align. AusTri applies this understanding to proactively reduce risks and create environments that deter unethical behaviour. This involves:

- **minimising opportunities:** strengthening oversight and safeguarding processes to protect vulnerable individuals, rules, and systems.
- **increasing barriers:** implementing accreditation processes, rigorous monitoring, and clear reporting pathways to discourage misconduct.
- **eliminating ambiguity:** ensuring policies and expectations are clearly communicated, leaving no room for excuses or misunderstandings.

By addressing risks and shaping environments to deter misconduct, AusTri fosters a culture where fairness and accountability are upheld.

### 2. Empowering the triathlon community

Empowering the community is key to disrupting potential offenders' decision-making. AusTri uses criminological insights to:

- **promote a culture of integrity:** instil values of fairness, accountability, and responsibility throughout the sport
- **equip participants:** provide knowledge, tools, and accessible reporting pathways to enable athletes, coaches, officials, and volunteers to resist and report unethical behaviour
- **enforce consequences:** strengthen and communicate penalties for misconduct, ensuring that unethical actions carry significant risks.

By equipping the triathlon community with the tools and confidence to uphold integrity, AusTri creates a proactive, resilient environment where all participants contribute to maintaining safety and fairness.







## P5: MITIGATING RISK — FOCUS AREAS

AusTriathlon's Four Mitigation Focus Areas translate criminological theory into actionable strategies that mitigate risks, through deterring misconduct, and empowering the community to uphold safety and fairness. These focus areas ensure a structured and practical approach to addressing the root causes of misconduct while reinforcing a proactive and collective commitment to integrity.

The Four Focus Areas are designed to address risk holistically, ensuring that all aspects of integrity are supported:

- **minimising opportunities:** strong policies, compliance mechanisms, and environmental controls reduce the conditions that enable misconduct
- **deterring misconduct:** a visible culture of integrity, combined with clear roles and consistent enforcement, discourages unethical behaviour
- **empowering stakeholders:** through accountability and education, participants are motivated and equipped to act ethically and maintain integrity.

Together, the Four Focus Areas protect the values of triathlon and create a safe and fair sporting environment for all participants.

# THE FOUR FOCUS AREAS

## FOCUS AREA #1: INTEGRITY PRACTICES – THE CONTROLS

Establish and enforce robust policies, and compliance mechanisms that underpin a safe and fair sporting environment.

- **Policy development and review:** regularly assess existing policies to ensure they remain effective and address emerging risks. Develop new policies as required to close gaps or respond to evolving challenges.
- **Strengthen compliance procedures:** create and refine detailed processes for monitoring adherence to integrity policies.
- **Review and create binding agreements:** assess and update current agreements and contracts to ensure alignment with integrity standards.
- **Develop incident response protocols:** create clear, actionable, and transparent protocols for addressing and resolving integrity breaches promptly and fairly.

## FOCUS AREA #2: INTEGRITY IDENTITY – ATTITUDES AND AWARENESS

Foster a culture where integrity is valued and prioritised, reducing motivation for unethical behaviour.

- **Raise awareness:** use campaigns and initiatives to promote integrity as a core value and sport benefit within the triathlon community.
- **Challenge negative behaviours:** address and correct unethical actions through clear communication and visible follow-up actions.
- **Celebrate champions of integrity:** recognise individuals and organisations that exemplify ethical behaviour, reinforcing positive norms.

## FOCUS AREA #3: INTEGRITY OWNERSHIP – ROLES & RESPONSIBILITIES

Clearly define roles and responsibilities to ensure accountability and coordinated action across the triathlon ecosystem.

- **Create new integrity roles:** establish new integrity throughout the system where required. Define clear responsibilities for these roles, including education requirements, reporting procedures and driving cultural change.
- **Shared accountability at all levels:** assign integrity-related responsibilities across all roles in the ecosystem, creating a culture of collective responsibility.

## FOCUS AREA #4: INTEGRITY OWNERSHIP – EDUCATION & TRAINING

Equip the triathlon community with the knowledge, skills, and resources needed to maintain integrity and address risks effectively.

- **Comprehensive education plans:** implement tailored programs, such as the Education Plan created in collaboration with SIA, to cover key integrity topics.
- **Ongoing training:** schedule regular sessions to address evolving challenges and reinforce best practices.
- **Resource development:** provide accessible guidelines, toolkits, and materials to support continuous learning.



# P6-11

## INTEGRITY CHANGE DRIVERS (ICDs)

Principles 6-11 are known as the Integrity Change Driver (ICDs).

To safeguard triathlon from evolving integrity threats, Integrity Change Drivers ensure the successful implementation of risk mitigation actions identified through the risk management process. By addressing resistance, these principle creates a pathway for embedding these actions effectively and sustainably into AusTri's ecosystem.

Resistance to change is a natural response when new practices disrupt established norms. It can arise from fear of the unknown, integrity fatigue, scepticism about the necessity of change, or concerns about additional workload. Successfully managing resistance requires a structured approach that balances empathy with firm commitment to AusTri's integrity vision.

### Common Reasons for Resistance to Change

Resistance to change can stem from:

1. fear of the unknown: uncertainty about how new practices will impact established roles or processes
2. integrity fatigue: disengagement caused by overexposure to integrity topics or perceived excessive demands
3. scepticism or mistrust: doubt about the necessity, effectiveness, or fairness of the changes being proposed
4. concerns about workload: worries about increased administrative or compliance burdens.

The ICDs also contribute to the required Tactics as part of the VMOST strategic approach.



Successfully managing resistance requires a structured approach that *balances empathy* with firm commitment to AusTriathlon's integrity vision.

## INTEGRITY CHANGE DRIVER PRINCIPLES

### Overcoming resistance to embed risk mitigation actions through a structured change process

To safeguard triathlon from evolving integrity threats, Integrity Change Drivers (ICDs) ensure the successful implementation of risk mitigation actions identified through the risk management process. By addressing resistance, these principles create a pathway for embedding these actions effectively and sustainably into AusTri's ecosystem.

Resistance to change is a natural response when new practices disrupt established norms. It can arise from fear of the unknown, integrity fatigue, scepticism about the necessity of change, or concerns about additional workload. Successfully managing resistance requires a structured approach that balances empathy with firm commitment to AusTriathlon's integrity vision.

AusTriathlon's change management process draws on proven theories, including:

- Kotter's 8-Step Process
- Hiatt's ADKAR Model
- Rodger's Diffusion of Innovation Theory
- Cialdini's Principles of Persuasion

### Common reasons for resistance to change

Resistance to change can stem from:

1. **fear of the unknown:** uncertainty about how new practices will impact established roles or processes.
2. **integrity fatigue:** disengagement caused by overexposure to integrity topics or perceived excessive demands.
3. **scepticism or mistrust:** doubt about the necessity, effectiveness, or fairness of the changes being proposed.
4. **concerns about workload:** worries about increased administrative or compliance burdens.

# INTEGRITY CHANGE DRIVERS

## **P6: Activate integrity impact points**

Implement an annual cycle — Establish, Anchor, Reaffirm — to embed, reinforce, and renew integrity standards. This structured approach ensures stakeholders uphold responsibilities, integrate integrity into daily practices, and sustain long-term accountability.

## **P7 – Reward integrity standards**

Introduce a reward system to recognise and celebrate adherence to integrity standards. Use public recognition, awards, and performance incentives to foster a culture where integrity is valued, celebrated, and consistently modelled by stakeholders.

## **P8 – Strengthen intelligence gathering**

Establish a robust intelligence framework to monitor compliance, analyse risks, and track trends. Use data-driven insights to proactively refine prevention and response strategies, ensuring continuous improvement and adaptability in integrity efforts.

## **P9 – Ensure message discipline**

Develop and implement an Integrity Communications Plan to ensure clear, consistent, and disciplined messaging. Promote the integrity vision, support active bystander behaviour, and align communications with key events to maintain engagement throughout the year.

## **P10 – Leverage technology and SMEs**

Utilise technology and subject matter experts (SMEs) to streamline processes and support stakeholders. Simplify reporting, compliance tracking, and training through digital tools, ensuring efficient implementation of integrity measures.

## **P11 – Embed empathy in leadership**

Promote empathetic leadership to foster trust and reduce resistance to change. Equip leaders to balance understanding stakeholder concerns with a firm commitment to integrity goals, creating a culture of psychological safety and shared accountability.





# THE KEY ICD

## **Principle 6 - Integrity Impact Points: Establish, Anchor, Reaffirm**

Integrity Impact Points define an annual cycle to embed, reinforce, and reaffirm integrity standards, policies, and procedures at key moments. This structured approach ensures stakeholders consistently uphold their responsibilities, fostering a culture of safety, fairness, and accountability.

### **The Annual Integrity Cycle**

The Establish, Anchor, Reaffirm cycle focuses on maximising integrity efforts at three stages: onboarding stakeholders, maintaining engagement, and renewing commitment/updates.

#### **1. ESTABLISH**

Purpose: Introduce stakeholders to integrity standards, policies, and procedures from the outset, ensuring clarity on their responsibilities.

Timing: At onboarding or during program launches.

#### **Key Actions:**

- Provide induction on key policies (e.g., safeguarding, anti-doping, member protection).
- Distribute codes of conduct and secure formal acknowledgment of commitments.
- Deliver role-specific training on compliance and reporting processes.

Goal: Ensure stakeholders start with a clear understanding of integrity expectations and practical tools to uphold them.

#### **2. ANCHOR**

Purpose: Reinforce integrity standards throughout the year to integrate them into daily practices.

Timing: Mid-year or aligned with key milestones like evaluations or major events.

#### **Key actions:**

- Offer refresher workshops and share real-world examples of integrity in action.
- Recognise and celebrate stakeholders who exemplify integrity.

Goal: Keep integrity standards active and relevant, ensuring ongoing accountability.

#### **3. REAFFIRM**

Purpose: Re-onboard stakeholders annually to ensure renewed commitment and alignment with evolving standards.

Timing: End of the annual cycle during reviews or planning sessions.

#### **Key actions:**

- Provide refresher training and address updates to policies or procedures.
- Facilitate structured discussions on integrity challenges and successes.
- Require stakeholders to recommit through updated agreements.

#### **UPDATES**

Goal: Renew commitment to integrity standards and prepare for the next cycle.

# Integrity is not just a *policy* it's an *identity*

AusTri's Integrity Blueprint is more than a framework – it's our commitment to a sport that is safe and fair. By embedding integrity into every aspect of triathlon, we protect our ecosystem, strengthen our culture and lead by example.

Integrity is not just a policy; it is an identity. Together, we uphold the highest standards to ensure triathlon remains a sport for all, now and in the future.

**AUS  
TRIATHLON**

