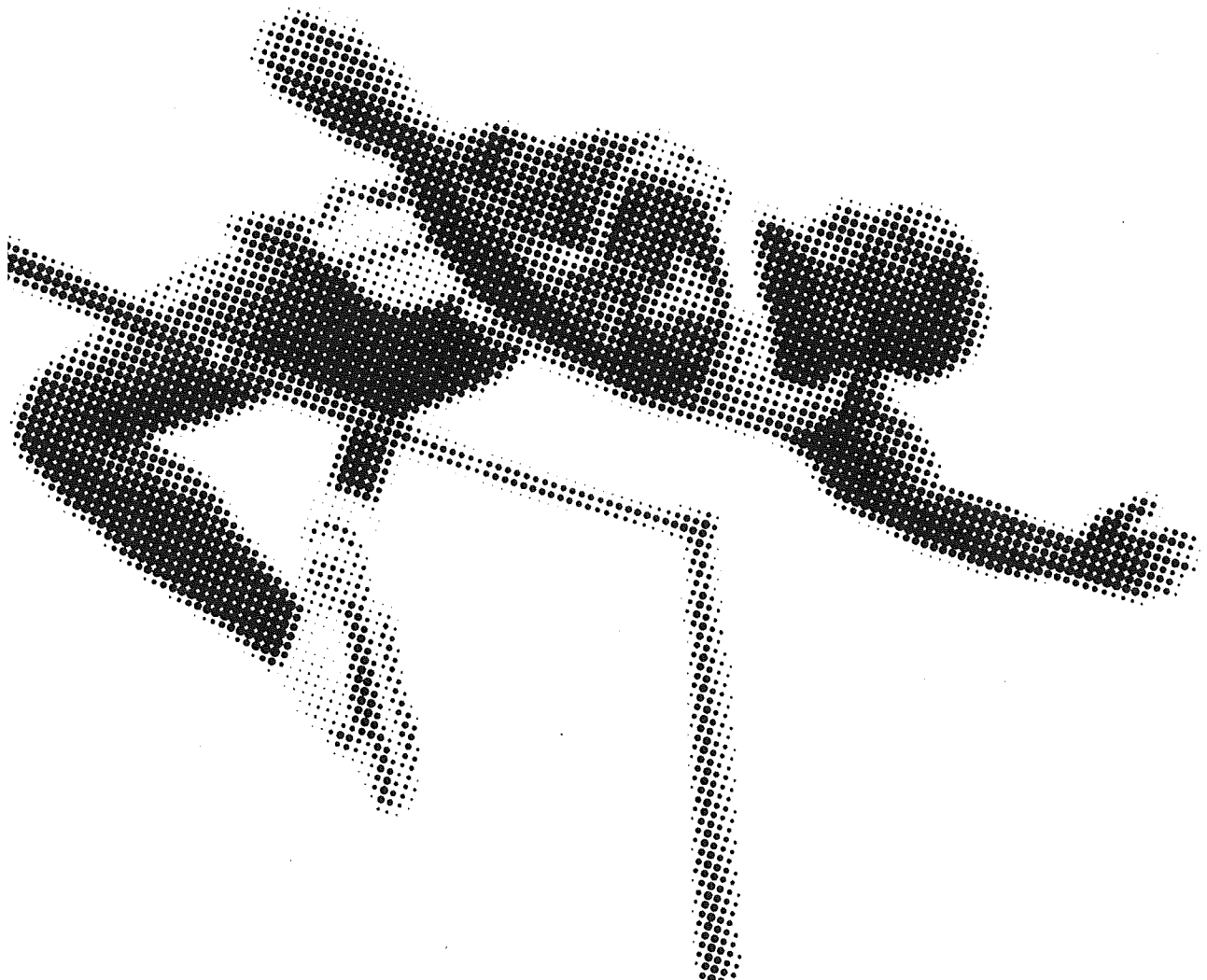




Australian Government
Australian Sports Anti-Doping Authority

2015:16 CORPORATE PLAN



CHIEF EXECUTIVE OFFICER'S FOREWORD

I am pleased to present the 2015–16 Australian Sports Anti-Doping Authority Corporate Plan. This plan covers the periods 2015–16 to 2018–19 as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Sport plays an integral role in Australian society. It promotes positive values, as well as health and lifestyle benefits. Australians expect sport to be clean and fair, based on natural ability and determination.

Doping undermines sport. Our job is to protect clean sport. The best way to protect and promote clean sport is to:

- educate people about the dangers of doping to both their health and sporting careers
- inform people about their anti-doping rights and responsibilities
- deter people from doping, and
- identify and sanction those who dope, whether inadvertently or not.

This plan outlines the work we will do to protect the health of athletes and the integrity of sport in Australia over the next four years.

I look forward to leading the Australian Sports Anti-Doping Authority (ASADA) as it works with sports, athletes, support personnel, government and law enforcement agencies to achieve these goals.

Ben McDevitt AM APM
CHIEF EXECUTIVE OFFICER



INTRODUCTION

ASADA is Australia's national anti-doping agency. The role and functions of ASADA are set out in the *Australian Sports Anti-Doping Authority Act 2006*, the *Australian Sports Anti-Doping Authority Regulations 2006* and the National Anti-Doping scheme.

Vision

Clean, fair sport.

Mission

To protect clean sport through engagement, deterrence, detection and enforcement.

Values

ASADA applies the values of commitment, accountability and professionalism to all components of our work in the fight against doping in Australian sport.

We aspire to achieve best practice in all areas of our work through:

- a world-class anti-doping programme based on the World Anti-Doping Code (the Code) and associated International Standards and ASADA's legislated responsibilities
- contemporary financial and governance practices that fulfil our obligations as a Commonwealth entity
- commitment to the Australian Public Service Values set out in the *Public Service Act 1999*
- adherence to the Australian Government Investigations Standards.

Our success will be underpinned by our investment in our workforce and the relationships we make in the sporting and integrity sectors.

Our people

We pride ourselves on attracting, retaining and developing experts in the field of anti-doping.

Our team can expect strong and decisive leadership and direction. Innovation and hard work will be recognised, and all of our interactions and relationships will be conducted respectfully.

PURPOSE

We provide a comprehensive anti-doping programme for the Australian sports community. Our purpose is to protect the health of Australian athletes and the integrity of Australian sport. We do this by working closely with sports, athletes, support personnel, government and law enforcement agencies to:

- design and deliver education and communications programmes
 - detect and manage anti-doping rule violations, from testing through to presenting cases at hearings and appeals
 - collect and analyse anti-doping intelligence, and conduct investigations of possible breaches of the anti-doping rules
 - monitor and report on sports' compliance with anti-doping policies
 - support athletes to meet their anti-doping obligations.
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HOW WE WORK

Sports

We work with national sporting organisations to develop targeted anti-doping programmes. All sports recognised by the Australian Sports Commission have adopted an anti-doping policy that complies with the Code and ASADA's legislation. We work with sports to develop targeted responses to specific doping risks. These risks are identified through an annual assessment process including information from law enforcement and other government agencies. We then create programmes that are appropriate for the athletes competing in the sport.

Our responses to doping risks include education, targeted testing and investigation of possible breaches of anti-doping rules.

Athletes

We give all Australians access to online tools to inform and educate about anti-doping, including our award-winning eLearning programme. Athletes are able to fulfil their anti-doping obligations by providing whereabouts information and applying for Therapeutic Use Exemptions. ASADA also provides support services where there is a possible anti-doping rule violation.

International

We work closely with other international anti-doping organisations and the World Anti-Doping Agency to ensure that Australia's response is leading edge.

Framework

Australia's anti-doping framework includes ASADA, and two statutory bodies established under the ASADA Act. These are the Australian Sports Drug Medical Advisory Committee and the independent Anti-Doping Rule Violation Panel.

ENVIRONMENT

This plan has been developed in the context of the threat doping poses to sport. Doping is a global issue and increasingly sophisticated, and there is increased public interest in anti-doping activities.

There is an international push to move beyond drug testing as the only way of detecting doping. The use of intelligence and investigations is now a primary focus; however there is also an increase in legal challenges to these investigations.

Anti-doping has become part of a wider response to issues with integrity in sport. We are building on our relationships with law enforcement and government agencies. We will align our systems with those used by our international counterparts.

To achieve this, ASADA conducts anti-doping activities encompassing engagement, deterrence, detection and enforcement.

Engagement

Strengthening relationships internally and externally to build anti-doping capabilities and sharing of information.

Deterrence

Minimising the risk of doping through education, communications and testing.

Detection

Gathering intelligence, targeted testing, and investigation of possible breaches of the anti-doping rules.

Enforcement

Managing possible anti-doping violations and presenting cases at hearings and appeals.

ASADA conducts these activities within the framework of its risk-based anti-doping methodology. This is outlined in the Appendix.

PERFORMANCE MEASURES

We will assess our performance annually against activities identified in this plan by measuring the following:

Performance Measures	2015–16 target	How will we measure this?
ENGAGEMENT		
Percentage of national sporting organisations, athletes and support personnel satisfied with anti-doping education and awareness raising programmes	80–85%	Survey of participants in ASADA education activities
Percentage of sporting organisations, athletes and support personnel aware of ASADA legislation and the Code	80–85%	Annual ASADA stakeholder research questionnaire
DETERRENCE		
Percentage of athletes agreeing that ASADA's education and information services had minimised their risk of an accidental breach of the anti-doping regulations	80–85%	Annual ASADA stakeholder research questionnaire
DETECTION		
Number of 'show cause' notices issued to athletes or support personnel	5% increase on the number issued in the previous year	Information from ASADA's case management system
ENFORCEMENT		
Percentage of cases conducted by ASADA in tribunals that result in a finding of an anti-doping rule violation	80–85%	Information from ASADA's case management system, published outcomes of cases

The results will be published as part of the ASADA 2015–16 Annual Report.

KEY PRIORITIES: 2015 TO 2019

In 2015–16, we will implement a risk-based anti-doping model that addresses the current challenges faced both internationally and domestically. We will focus on incorporating our expanded information-gathering and investigative powers into a holistic anti-doping programme. We will do this in an environment of constrained resources.

This will be supported through engagement with other agencies, including law enforcement, to build upon the cooperative framework necessary to identify possible anti-doping rule violations.

In the lead up to major sporting events, such as the Rio 2016 Olympic and Paralympic Games and the Gold Coast 2018 Commonwealth Games, ASADA will contribute to protecting the integrity of Australian sport. This will include:

- an intelligence led, comprehensive test plan
- storage of selected samples in a long-term storage facility
- induction and support to athletes to help them meet their whereabouts obligations
- education for athletes and support personnel.

CAPABILITY

We regularly review our workforce to ensure we have the mix of skills and experience necessary to deliver our anti-doping programme. In 2015–16, our focus in recruitment will be on:

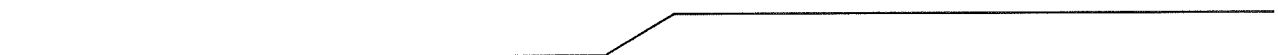
- education – to enable us to extend the variety and reach of our educational services
- intelligence – to enable us to form stronger relationships with bodies working in the integrity area
- investigations – so that we have greater capacity to investigate possible anti-doping rule violations.

RISK OVERSIGHT AND MANAGEMENT

ASADA is committed to a comprehensive, coordinated and systematic approach to managing risk. We will help managers anticipate uncertain events, make the most of opportunities and respond appropriately to potential weaknesses.

We establish and maintain appropriate systems of risk oversight, management and internal controls in accordance with section 16 of the *Public Governance, Performance and Accountability Act 2013* and the Australian Government's *Commonwealth Risk Management Policy*.

In our operations, we adopt a risk-based anti-doping model focussing on aligning doping risk assessments with intervention strategies as outlined above.

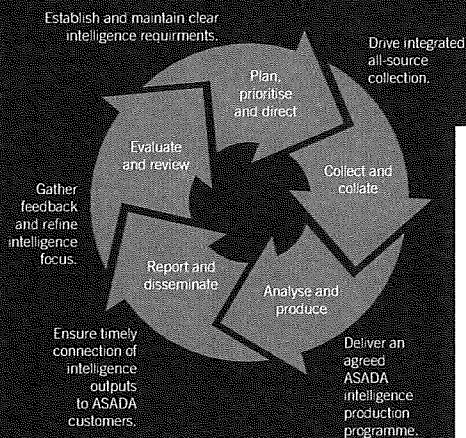


APPENDIX: ASADA OPERATING MODEL

ASSESSMENT

ASADA's intelligence capability provides strategic assessments, analysis of individuals, organisations and networks, and support to investigations.

At the strategic level, intelligence assessments inform priority setting and the creation of integrated strategies.



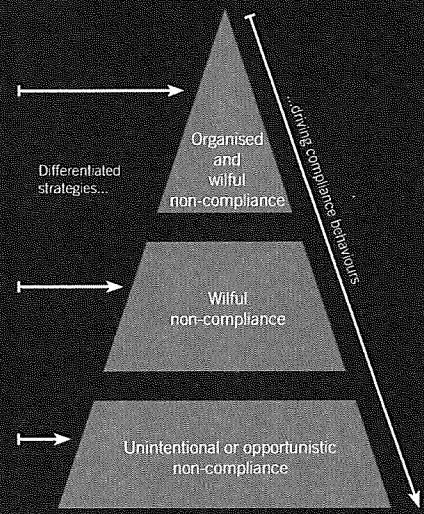
The Annual Assessment incorporates an environmental scan providing a snapshot of sports doping risk, segmented by sport or code, and by the nature of the doping or non-compliant behaviour.

- Doping risk assessments consider:
- intelligence picture and forecasts
 - international experience and activity
 - medical and social harms
 - links to other forms of criminality
 - priorities of government
 - international obligations
 - existing capabilities and capacity
 - priorities of key stakeholders
 - staff development and training needs
 - information and intelligence collection priorities.

PRIORITISATION

The prioritisation cycle identifies focus areas for the coming period, how ASADA will engage with its stakeholders to shape the sporting environment to

reduce doping and encourage compliance, indicates the mix of intervention strategies that may be appropriate to achieve desired levels of compliance, and the effects being sought.



EVALUATION

ASADA evaluates the effectiveness of its programmes in achieving key outcomes. We monitor effects,

gather structured feedback, judge impact, and identify opportunities for improvement and refinement.

DATA COLLECTION

Intelligence-driven monitoring, structured feedback from stakeholders and Key Performance Indicators.

PROGRAMME EVALUATION

Assessment of impact of ASADA programmes on each key focus areas and aggregate effectiveness of programme's key outcomes.

CONTINUOUS IMPROVEMENT

Identification of opportunities for improvements in programme targeting, programme delivery and ASADA capability.

INTERVENTION

Based on prioritisation, ASADA considers how to deploy its full spectrum of capabilities to achieve outcomes in each particular sporting discipline or focus area.

Interventions are combined and synchronised across ASADA, and with partner agencies, to drive tailored campaigns that deliver maximum sustained effects.

