

Minister's Expectation	ASADA's Activities and Strategic Measures
<p>1. Implement the Australian Government's strengthened anti-doping framework, that balances a 'tough on drugs' approach with ensuring that all athletes are treated fairly and that athletes' rights are protected. This includes the effective and efficient operation of the National Anti-Doping Scheme.</p>	<p>ASADA will implement the Australian Government's strengthened anti-doping framework independently, transparently and objectively in accordance with the National Anti-Doping Scheme.</p> <p>ASADA will operate within the framework of the National Anti-Doping Scheme and work to identify ways of advancing Australia's message of 'Tough on Drugs' whilst ensuring that the athlete's rights are protected.</p> <p>The effective and efficient operation of the National Anti-Doping Scheme will be further improved by ASADA undertaking a review of the relevant legislative instrument to ensure compliance with the World Anti-Doping Code revision scheduled for approval in November 2007.</p>
<p>2. Deliver on the Government's increased commitment to the investigation and prosecution of alleged anti-doping rule violations in sport.</p>	<p>We will continue to build the capacity and capabilities through which ASADA can deliver its investigation outcomes. We will continue to expand the Authority's strong working intelligence and resource sharing relationships with other Government Agencies to drive whole of Government 'Tough on Drugs' outcomes.</p> <p>ASADA will continue to manage, prepare and present cases of alleged anti doping rule violations to the Court of Arbitration for Sport and other tribunals. We will continue to use the established Anti-Doping Rule Violation (ADRV) Committee to make decisions in respect of potential ADRVs. We will ensure that there is a rigorous examination of material provided by the Detection team, together with a detailed analysis of legal issues in matters presented for ADRV Committee determination. Where necessary, ASADA will engage external expert legal advisors.</p>
<p>3. Give effect to the Australian Government's commitments under the UNESCO International Convention Against Doping in Sport and ensure that Australian Sports are compliant with the World Anti-Doping Code.</p>	<p>ASADA will continue to provide detailed advice to National Sporting Organisations on how to construct sport anti-doping policies that reflect the requirements of the World Anti-Doping Code.</p> <p>To assist sports in meeting their responsibilities, ASADA will issue, following appropriate consultation with sport, a new sports anti-doping policy template in response to upcoming changes to the World Anti-Doping Code</p>
<p>4. Work with DCITA to implement the revised World Anti-Doping Code, which is due to be endorsed at the Third World Conference on Doping in Sport in November 2007.</p>	<p>ASADA, in consultation with DCITA, has preparations in place to ensure that amendments to the World Anti-Doping Code are fully implemented in Australia by the likely due date of 1 January 2009. This will include a revision of the National Anti-Doping scheme and the preparation of templates to assist sports in adopting the necessary changes.</p>
<p>5. Ensure that the Authority's current education and information programs and strategies are adequately informing the sporting community of their rights and obligations in relation to doping in sport. This includes identifying strategies that may also better inform the general public of the Authority's operations.</p>	<p>The focus this year for the ASADA Education Strategy is for education to move from providing information services, to providing strategic and key targeted messages to athletes and athlete support personnel.</p> <p>The Education Service Charter for 2007-08 plans on delivery of seminars and workshops to over 7000 athletes and athlete support personnel during this period.</p>

6. Implement the recommendations from the Uhrig assessment.	During its establishment in early 2006. ASADA's governance arrangements were designed to meet the better practice governance principles enunciated in the Uhrig Report. The Authority has implemented these arrangements and remains strongly committed to maintaining effective corporate governance
7. Be responsive to Government and to the Parliament while fulfilling its functions. as outlined in the Australian Sports Anti Doping Authority Act 2006.	ASADA will attend Senate Estimate Hearings, provide timely advice to Questions or Notice, and prepare Ministerial briefings as required. ASADA will keep the lines of communication open to Government through regular meetings with the Minister and DCITA staff and through attendance at relevant Government forums.
8. Manage the affairs of the Authority with diligence and in compliance with all relevant legislative requirements and applicable Government policies, including the Australian Sports Anti-Doping Authority Act 2006, the Financial Management Accountability Act 1997 and the Public Service Act 1999.	<p>Work that was undertaken in 2006-07 will position ASADA to deliver strong financial performance next year and beyond. Further work this financial year will focus on strengthening ASADA's financial management framework over the next year. Key priorities include:</p> <ul style="list-style-type: none"> • enhancing budget monitoring arrangements and placing greater emphasis on ensuring all areas work within approved budgets and targets; • implementing costing policies and procedures; • improving budget and expenditure monitoring systems. <p>ASADA has established a comprehensive corporate governance framework to oversight its operations of ASADA and to provide our stakeholders with the assurance that we are meeting our obligations under the <i>ASADA Act 2006, FMA and Public Service Acts</i> ASADA's Audit Committee has been established, providing further independent assurance in the areas of financial and risk management.</p>
9. Work co-operatively with DCITA and other portfolio agencies to effectively fulfill the Authority's role in delivering on the Australian Government's sport policy.	<p>ASADA has and will continue to foster collaboration with other portfolio agencies, specifically in the areas of information sharing.</p> <p>We will continue to work co-operatively with DCITA on issues related to ASADA operations and activities. We will work cooperatively with the Australian Sports Commission to effectively fulfil ASADA's role in the fight against doping in sport. We will begin to actively engage with matters of relevance to the Corporate Management Forum (CMF). Further, we will maintain, and, where possible, seek to increase the amount of cross-agency professional -networking and co-operation.</p>
10. Keep DCITA and myself fully informed in a timely manner of the Authority's activities and of any significant events relating to the Authority's activities.	<p>We will maintain our established practice of keeping you and the Department informed of significant events. This will include maintenance of regular meetings with the Secretary of DCITA and continuation of the current series of regular meetings at the working level between DCITA and ASADA. We will ensure that appropriate staff within ASADA form sound working relationships with Ministerial and Departmental officers in an environment of open and timely communication</p> <p>We will give you full, accurate and timely advice on ASADA activities and alert you to any significant events relating to ASADA's operations through our established Ministerial briefing processes.</p>

<p>11. Respond to requests from my office and DCITA in a timely manner and work with DCITA as my primary source of advice</p>	<p>Timely briefings will be provided on key activities and issues. Regular meetings with Ministerial staff will be used to discuss current and emerging issues and to seek feedback on timeliness and quality of advice.</p> <p>I will keep the Department informed by providing key documentation and information in parallel with information I provide to you, and through my regular meetings and reports to the Department.</p>
<p>12. Develop and maintain effective relationships with key stakeholders in both the public and the private sectors.</p>	<p>We will seek to develop and maintain effective relationships with key stakeholders including the Government, national sporting bodies, the Australian Sports Commission, international bodies and athletes.</p> <p>ASADA will enhance the relationships ASADA has recently developed with Government partners. We will achieve this by:</p> <ul style="list-style-type: none"> • implementing and supporting a strong relationship framework with the Australian Customs Service, the Therapeutic Goods Administration, and the Australian Tax Office • negotiating a Memorandum of Understandings with key Government agencies by the end of December 2007 <p>ASADA will enhance the relationships it has with key stakeholders who provide and receive services. With respect to provider relationships, ASADA will implement revised consultative arrangements by early 2008. The proposed model has been discussed with the current stakeholder group in September 2007. The focus of the new arrangements will be on operational aspects of policy implementation and education.</p> <p>The new arrangements will ensure not only regular contact, but also open channels of communication so that we can provide timely information to, and receive effective input from stakeholders.</p>

<p>13. Effectively implement and maintain the highest standards of corporate governance, including the development of effective strategic documents containing relevant and measurable performance indicators, risk management strategies and a performance monitoring framework</p>	<p>We have a well established corporate governance framework which guides the direction and management of ASADA. We will continue to implement the Strategic Plan that was approved by the then Minister and ASADA Members in 2006. This will be achieved through the development of an annual business plan to ensure that our performance indicators, objectives and tactics align with your expectations.</p> <p>We will enhance that framework through the implementation of appropriate recommendations of our internal auditors Areas to which we will give priority during this year include:</p> <ul style="list-style-type: none"> • greater alignment between the development of business plans and budgets; • review the operations of, and services provided to, our Stakeholders, to ensure that it is able to operate most effectively; • review the operations of the Detection Group following the implementation of our new organisation structure; • continued development of ASADA's intranet to provide better arrangements for ASADA staff to be able to access and be aware of their responsibilities and obligations under agreed ASADA policies; • streamlining our reporting processes to the ASADA Members both to provide the Members with a more strategic focus on key performance indicators, and to reduce the workload on managers by rationalising current requirements, developing more efficient processes for reporting on I performance, and removing duplication of effort in meeting different reporting requirements; • ensuring greater accountability for meeting budget targets; • identification of key HR indicator areas and the regular reporting and analysis of HR information and trends; • development and implementation of a project management framework <p>We will further refine our risk management processes, and improve understanding of our business continuity management processes.</p>
<p>14. Ensure that members are aware of their roles and responsibilities and are participating in ongoing professional development and self-assessment</p>	<p>Members have been informed of the availability of training programs offered by the Australian Institute of Company Directors for their ongoing professional development. ASADA has an established Members' Charter which outlines decision making processes and provides for self assessment.</p>
<p>15. Provide for my approval a Statement of intent (SOI) within two months receipt of this SOE. The SOI should state how the Authority proposes to meet the expectations of Government, including identifying key performance indicators</p>	<p>This document is the response to your Statement of Expectations for your approval.</p>