MESSAGE FROM THE CEO

Sport is an integral part of Australia’s cultural landscape. As individuals, it teaches us the values of hard-work, persistence and sacrifice. As active participants, it can lead to a happier and healthier lifestyle. As fans it excites us, and as a nation, it unites us. However for all its benefits and the passion that it inspires, we must acknowledge there are ongoing threats to the integrity of Australian sport. It is in this dark corner that doping exists. As such, an empowered and sophisticated independent anti-doping organisation (ADO) is critical to the Australian sporting landscape.

For a small country, and as a small government organisation, the Australian Sports Anti-Doping Authority (ASADA) has led the charge to set global benchmarks for ADOs in intelligence, investigation and education, and been resilient in upholding the integrity of Australian sport and protecting clean athletes. But we can, and should, always strive to be better. To this end, this document outlines the future direction of ASADA as we work to minimise the risk of doping in Australian sport and protect Australian athletes.

The initiatives in this document outline a sustainable path forward for ASADA, and will prepare us for our future operating environment. Driving the operational environment are three fundamental pillars:

- enhanced engagement and partnerships,
- enhanced intelligence, and
- enhanced education and awareness.

And while we will always continue to improve our own operations and the strength of the Australian sports integrity landscape, it is crucial that we also support less-resourced anti-doping agencies around the world in order to protect the rights of Australian athletes, and all clean athletes on the global stage.

Influencing ASADA’s direction is the knowledge that doping has become increasingly sophisticated and complex. Its reach spans from our grassroot sports to the elite levels. The future ASADA will deliver a stronger intelligence focus achieved through enhanced partnerships with all stakeholders, which will permeate every facet of our operations. It is based on the simple premise that as one agency, we cannot stop doping alone.

Critical to the future of ASADA is the use of intelligence to inform every single aspect of our work. Practically, this means using intelligence to:

- develop targeted education interventions based on moments when athletes are most receptive to information or more susceptible to doping,
- better target people working to undermine our clean athletes, both in and outside of sport, through testing, investigations, and new intervention strategies,
- help sports identify and manage points of vulnerability in their codes, and
- help inform government policy on sport integrity and health.

At ASADA our shared mission is to build trust with athletes, sports and fans alike to allow everyone the opportunity to compete on a level playing field, and I look forward to working with all our partners in our pursuit of clean fair sport.

As the accountable authority of ASADA, I present this Corporate Plan, which covers the periods 2018–19 to 2021–22, as required under section 35(1)(b) of the Public Governance, Performance and Accountability Act 2013 (the PGPA Act).

David Sharpe APM OAM
PURPOSE

To PROTECT the **HEALTH** of Athletes
and the **INTEGRITY** of Australian sport
by **MINIMISING** the risk of doping

ROLE

Australia is a signatory to the UNESCO International Convention against Doping in Sport and is required to implement anti-doping arrangements in accordance with the principles of the World Anti-Doping Code (the Code). We collaborate with the World Anti-Doping Agency (WADA), overseas anti-doping organisations and other stakeholders to further the Australian Government’s efforts to strengthen anti-doping practices globally and in Australia.

Our role and functions 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.
Doping does more than threaten our national love of, and pride in, sport. Doping involves dangerous substances and methods that are a serious threat to the health of athletes. If left unchecked, doping can affect the willingness of Australians to participate in sport, and the health of our community.

To truly understand the doping landscape, we need to work closely in partnership with everyone who holds a piece to the puzzle. This means engaging with athletes, who understand their environment and the pressures of sport better than anyone, and see and hear things we would otherwise be blind to. It means engaging with sports, who understand commercial implications as well as the demands on their athletes, both physical and mental. It also means aligning with law enforcement bodies who monitor intelligence including the circulation and seizures of performance and image enhancing drugs (PIEDs), both within Australia and internationally. This engagement will be replicated across all our stakeholder groups, including the health sector, academic institutions and other National Anti-Doping Organisations (NADOs). All of this will enable us to better understand the broader picture of doping in Australia.

**Internal environment**

Like any dynamic organisation, constant review and a desire for continuous improvement is a part of ASADA's culture. As a consequence, ASADA commissioned a series of reviews, including:

**2014 – ASADA Operating Model Review**
Aimed at driving innovation and a more holistic approach to developing and implementing an anti-doping strategy.

**2016 – Post-Implementation Review of the Operating Model**
Examined the degree to which the new model put forward in 2014 had been put into effect, and whether – two years later – it remained valid.

**2016 – ASADA Funding Model Review**
Looked to the development of a sustainable funding blueprint for the future.

**2018 – Intelligence Operating Model Review**
Yielded an independent external view on the necessary strength, structure and functions of an intelligence capability to meet current and future challenges in the anti-doping environment.

**2018 – Compliance Model Review**
Will establish a system of formal communication channels with sports to address anti-doping matters and capabilities with the aim of protecting the integrity of sports and ensuring compliance obligations are met.
Securing additional funding from government and being recognised as a key player in the area of sport integrity means ASADA can now move ahead with building on the good work of the past. The way forward for ASADA will be to embrace the outcomes and recommendations of past reviews—each of which are consistent with the CEO’s intent and vision. In particular, the holistic application of ASADA’s suite of capabilities, to achieve strategic anti-doping outcomes (the need for which was highlighted in the Operating Model Review and the Post-Implementation Review of the Operating Model).

Importantly, the next step is to “operationalise” the findings of these reviews, and to realign the structure of ASADA to deliver an innovative and effective anti-doping program that best protects clean athletes.

**External environment**

There are two policy initiatives that will influence ASADA’s future.

1. The Wood review into the integrity of Australian Sport, including the merits of establishing a national sports integrity commission.
2. The formulation of the National Plan for Elite Sport and Participation, including the four pillars of “the plan”: participation, performance, prevention through physical activity, and integrity.

Both processes represent opportunities for ASADA.

The Wood review, and the enhanced focus of government on sports integrity, provides the opportunity to inform government and key decision makers of the current doping risk environment, and of the capabilities and resources required to effectively combat the future threat. The Wood review affords a unique opportunity for ASADA and the broader sports integrity community to refresh priorities at better protecting clean athletes and sport.

The increasing focus on health promotion signalled under the National Plan positions ASADA well to assist in deterring cheats and protecting the general public by making it harder to access illicit doping substances. By targeting the facilitators of doping, both nationally and internationally, and in partnership with federal and state agencies, ASADA can contribute to the broader health issues affecting sport.

ASADA has received additional funding from government to build capability and capacity in key areas. Policy development will be fundamental to ASADA’s future strategy. ASADA will keep government better informed on anti-doping issues and will use operational insights and an evidence base to guide policy and legislative outcomes.
ASADA is looking to build a sustainable anti-doping agency capable of meeting future challenges and opportunities in a complex environment. This will involve the delivery of short-term and long-term initiatives.

**Short-term initiatives**

*Internal cultural reform*
The type of transformational change that ASADA is undertaking cannot be achieved without an internal culture built on fundamentals believed and practiced by all staff. The transition to implement the CEO’s intent and vision for ASADA will be coupled with a review of ASADA’s culture: What is the culture? What does the culture mean to staff? How can the culture strengthen and protect staff? How can the culture project into ASADA’s pursuit of clean fair sport?

*Structural realignment*
The structure of ASADA will change to better deliver on the CEO’s intent. Changes will aim to bring each capability stream within ASADA together in a collegiate model to achieve clear strategic objectives.

*New Office of the Executive*
Establishment of this team will help drive corporate strategy, Executive projects, policy development and strategic partnerships across the agency and externally.

*Relocation to a new headquarters*
In late 2018 ASADA will move to new premises, which will mark an exciting phase for ASADA with the design and layout being a critical element of building the ethos of a united ASADA working towards a shared mission.

*A review of ASADA’s brand*
The fresh intelligence-driven, innovative and athlete-centred approach to anti-doping will be symbolised in new branding.

**Long-term initiatives – the CEO’s Intent**
The CEO’s intent introduces three fundamental pillars that will direct ASADA’s focus for the next four years and beyond. These pillars are mutually supportive—enhanced engagement and partnerships will lead to better intelligence, which will better inform targeted and effective education programs. All three pillars will achieve ASADA’s core business to protect clean athletes.

*Enhanced engagement and partnerships*
This refers to both increased engagement with athletes and support personnel, and enhanced partnerships with law enforcement, border protection agencies, regulatory agencies, the health sector, academic institutions and international ADOs. These relationships will allow ASADA to better understand and respond to the doping threats in the sports environment, as well as fostering proactive engagement with ASADA to develop a culture of clean sport.
ASADA will enhance partnerships with the WADA and other international ADOs to build the collective capability of the ADO community so Australian athletes can compete on a level playing field wherever that may be.

In the pursuit of clean sport ASADA will enhance its engagement with athletes. The insights gained from a strong and focussed engagement program will critically inform ASADA’s strategy, including how best to support athletes in making the right decisions, and how best to deliver education and prevention programs that work.

### Enhanced Intelligence

A professional and flexible intelligence capability is critical to the future viability of anti-doping agencies and to the enhancement of anti-doping testing in the face of sophisticated and evasive doping techniques.

Enhanced intelligence capability will provide ASADA with a comprehensive strategic picture of doping in Australia to inform high-level strategy and policy (including public policy), as well as informing and supporting operations such as a more sophisticated testing regime. A robust intelligence picture will guide ASADA in applying its suite of capabilities to those sports, and at those levels, where the highest concentrations of doping risk lie.

Enhanced intelligence will also serve to highlight emerging over-the-horizon risks and opportunities, ensuring that ASADA is prepared to act on them. In addition, ASADA will use a well-developed domestic and international intelligence network to target the high-level facilitators and suppliers of doping to ensure dangerous substances are kept out of sport and away from athletes.

Enhanced engagement and partnerships will underpin the successful establishment of a world-leading anti-doping intelligence capability at ASADA, by giving it access to new and valuable sources of information.

### Enhanced education and awareness

Education is key to preventing doping. ASADA’s education resources serve as a key example of the benefits to be derived from a strategy that is led by intelligence, and coordinated across the agency. Education will only ever be successful when all functional arms of ASADA come together to guide and influence the way in which it is planned, developed and delivered. When coupled with enhanced engagement, partnerships and intelligence, education will allow ASADA to deliver the type and extent of anti-doping awareness that is needed, where it is needed, and in a way that is likely to achieve “cut through” within the sporting community.

Innovation and technology will connect ASADA with a new generation of athletes, ensuring that ASADA’s resources at the cutting edge of the sector and that they can be analysed, measured, reported on and constantly refined as required.

Given the subject matter expertise held, the interdependence on other functional areas, and the crucial stakeholder relationships involved, ASADA is uniquely placed to implement and constantly evolve an education program that will be the benchmark for all other anti-doping organisations.
The 2018–19 cycle will be a period of transition for the agency as it moves from the four current enabling activities (Engagement, Deterrence, Detection and Enforcement) to the three mutually supportive pillars of the CEO’s intent. This plan focuses on the three pillars of the CEO’s intent. Measuring performance helps us understand, manage, and improve what we do to protect the health of athletes and the integrity of Australian sport by minimising the risk of doping.

### Performance Target

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<tr>
<td>Achievement in building the collective capability of the anti-doping community.</td>
<td>ASADA engages and contributes its expertise with international stakeholders at forums, through information sharing and Memorandums of Understanding, so Australian athletes can compete on a level playing field wherever that may be.</td>
<td>Enhanced education and awareness</td>
<td>International meetings and forums. Memorandums of Understanding.</td>
<td>Contributes expertise at key international anti-doping forums, such as the WADA Symposium.</td>
<td>Provision of assistance to build capability to ≥2 other counterpart international anti-doping organisations, including to adopt proactive joint approach with Drug Free Sport New Zealand to build the anti-doping capacity in the Oceania region.</td>
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<td>N/a</td>
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<tr>
<td>Achievement of ASADA legislation and the World Anti-Doping Code awareness amongst sporting organisations, athletes and support personnel.</td>
<td>Percentage of sporting organisations, athletes and support personnel who are satisfied with anti-doping education and awareness raising programs.</td>
<td>Enhanced education and awareness</td>
<td>Annual stakeholder survey.</td>
<td>≥80% level of satisfaction</td>
<td>≥80% level of satisfaction</td>
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<tr>
<td>Achievement of anti-doping education and awareness raising activities in the sporting community.</td>
<td>Percentage of national sporting organisations, athletes and support personnel who are satisfied with anti-doping education and awareness raising programs.</td>
<td>Enhanced education and awareness</td>
<td>Education participant feedback survey.</td>
<td>≥80% level of satisfaction</td>
<td>≥80% level of satisfaction</td>
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<td>≥80% level of satisfaction</td>
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<tr>
<td>Achievement in anti-doping education and awareness raising.</td>
<td>Delivery of anti-doping education and awareness raising resources to athletes and support personnel.</td>
<td>Enhanced education and awareness</td>
<td>(a) Number of athletes and support personnel reached through core education products.</td>
<td>Target includes:</td>
<td>Target includes:</td>
<td>Target includes:</td>
<td>Target includes:</td>
<td>N/a</td>
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<td>(b) Tailored online and/or face-to-face anti-doping education products produced for ≥3 high risk sports.</td>
<td>(a) Core education products delivered to ≥3 or more high risk sports.</td>
<td>(a) Core education products delivered to ≥3 or more high risk sports.</td>
<td>(a) Core education products delivered to ≥2 or more high risk sports.</td>
<td>(a) Core education products delivered to ≥2 or more high risk sports.</td>
<td>N/a</td>
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<td>(c) ≥3 professional development programs for teachers delivered across Australia that are based on the anti-doping element of the National Health and Physical Education Curriculum.</td>
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<td>N/a</td>
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<td>(d) App statistics.</td>
<td>(d) 7,500 downloads of the ASADA app.</td>
<td>(d) 7,500 downloads of the ASADA app.</td>
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<td>(d) 7,500 downloads of the ASADA app.</td>
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<td>Achievement in delivering effective anti-doping intelligence and investigative functions.</td>
<td>Percentage of national sporting organisations, athletes and support personnel who view ASADA’s intelligence and investigative functions as effective at deterring athletes and support personnel from doping.</td>
<td>Enhanced Engagement and partnerships</td>
<td>Annual stakeholder survey</td>
<td>&gt;80% level of satisfaction</td>
<td>&gt;80% level of satisfaction</td>
<td>&gt;80% level of satisfaction</td>
<td>&gt;80% level of satisfaction</td>
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<td>Achievement in the demonstrated sharing of anti-doping intelligence with external stakeholders.</td>
<td>Collecting and providing timely, high-quality intelligence and undertaking assessments that inform the picture of doping in Australia and overseas.</td>
<td>Enhanced Intelligence</td>
<td>Feedback from external stakeholders</td>
<td>Stakeholder survey</td>
<td>&gt;80% level of client satisfaction with at least 12 intelligence reports provided to external stakeholders.</td>
<td>&gt;80% level of client satisfaction with at least 12 intelligence reports provided to external stakeholders.</td>
<td>&gt;80% level of client satisfaction with at least 12 intelligence reports provided to external stakeholders.</td>
<td>&gt;80% level of client satisfaction with at least 12 intelligence reports provided to external stakeholders.</td>
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<td>Achievement in intelligence-led anti-doping program.</td>
<td>Number of total referrals to the testing program based on intelligence reports.</td>
<td>Enhanced Intelligence</td>
<td>Intelligence referrals</td>
<td>600 intelligence reports referred to testing.</td>
<td>600 intelligence reports referred to testing.</td>
<td>600 intelligence reports referred to testing.</td>
<td>600 intelligence reports referred to testing.</td>
<td>N/a</td>
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<tr>
<td>Achievement in intelligence-led anti-doping program.</td>
<td>Number of intelligence-led operational activities on high-risk athletes.</td>
<td>Enhanced Intelligence</td>
<td>Intelligence data</td>
<td>Testing data</td>
<td>Education Data</td>
<td>&gt;90 intelligence-led operational activities carried out on high-risk athletes.</td>
<td>&gt;90 intelligence-led operational activities carried out on high-risk athletes.</td>
<td>&gt;90 intelligence-led operational activities carried out on high-risk athletes.</td>
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<tr>
<td>Achievement in intelligence-led anti-doping program.</td>
<td>Investment in intelligence leads to matters referred to investigations.</td>
<td>Enhanced Intelligence</td>
<td>Adverse analytical findings</td>
<td>Investigations</td>
<td>15 intelligence-led products referred to investigations.</td>
<td>15 intelligence-led products referred to investigations.</td>
<td>15 intelligence-led products referred to investigations.</td>
<td>15 intelligence-led products referred to investigations.</td>
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<td>Achievement in compliance with investigations standards.</td>
<td>Percentage of investigations conducted by ASADA that are in compliance with the Australian Government Investigations Standards and International Standard for Testing and Investigations.</td>
<td>Enhanced Intelligence</td>
<td>Notification of breaches of investigation standards through Tribunal decisions and/or ASADA Legal identification.</td>
<td>&gt;90% of investigations comply with standards.</td>
<td>&gt;90% of investigations comply with standards.</td>
<td>&gt;90% of investigations comply with standards.</td>
<td>&gt;90% of investigations comply with standards.</td>
<td>N/a</td>
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<tr>
<td>Achievement of anti-doping rule violation findings in tribunals.</td>
<td>Percentage of investigations conducted by ASADA in tribunals that result in a finding of an anti-doping rule violation.</td>
<td>Enhanced Intelligence</td>
<td>ADRVP findings</td>
<td>&gt;80% of ADRVP findings result in an anti-doping rule violation.</td>
<td>&gt;80% of ADRVP findings result in an anti-doping rule violation.</td>
<td>&gt;80% of ADRVP findings result in an anti-doping rule violation.</td>
<td>&gt;80% of ADRVP findings result in an anti-doping rule violation.</td>
<td>N/a</td>
</tr>
<tr>
<td>Achievement of anti-doping rule violation findings in tribunals.</td>
<td>Percentage of cases conducted by ASADA in tribunals that result in a finding of an anti-doping rule violation.</td>
<td>Enhanced Intelligence</td>
<td>Independent tribunal result</td>
<td>&gt;80% of tribunal findings result in an anti-doping rule violation.</td>
<td>&gt;80% of tribunal findings result in an anti-doping rule violation.</td>
<td>&gt;80% of tribunal findings result in an anti-doping rule violation.</td>
<td>&gt;80% of tribunal findings result in an anti-doping rule violation.</td>
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**Performance measure footnotes:**

1. Core education products include ASADA’s online Level 1 and 2 courses and Face-to-Face workshops.
2. High-risk sports are determined through an ASADA intelligence assessment, including inputs from the ASADA Compliance program.
3. Professional Development programs teach teachers to teach anti-doping content to students.
4. Through downloads of the app ASADA is providing athletes with timely anti-doping information and access to online anti-doping education.
5. Yearly measure will be updated based on intelligence at the appropriate time as to ASADA’s area of focus.
6. ASADA’s Compliance Framework is based on a sport being fully compliant with all aspects of the ASADA Act, ASADA Regulations and World Anti-Doping Code that jointly establish the requirements all recognised sports must comply with.
7. Total referrals include both high-risk referrals and lower risk referrals.
8. An intelligence report contains information that has been collected, evaluated and disseminated to inform operational decision making. It may be produced in connection with a tip-off, notification from an external organisation, or be derived from internal sources, such as field staff observations, or the review of analytical results by ASADA’s science team. A higher percentage of testing based on intelligence reports is desirable, and represent better value for money, and effectiveness over testing that was simply risk-led, random, or based on place-getter strategies.
9. An operational activity can include targeted testing, investigation, targeted education and/or intelligence probe.
10. A high-risk athlete is an athlete that is the subject of ASADA’s Target Athlete Monitoring processes, an intelligence probe, or an investigation.
11. An intelligence-led product is a referral to investigations concerning a person or other entity, which ASADA held intelligence on, and that intelligence was responsible for the decision to refer the matter to investigations as a non-analytical finding case, or was primarily responsible for testing of an athlete, which led to a positive test.
Workforce capability

To realise the CEO’s intent, ASADA will develop a range of key capabilities and capacity to position it as a world-leading NADO.

Additional capacity will add strength to key business areas of:

- Intelligence analysis, including science intelligence
- Data science / analytics
- Outreach and communications, education and training
- Innovation and technology
- Sports engagement / partnerships
- Sports accreditation and compliance
- Testing
- Investigations
- Legal services
- Policy
- ICT, HR and enabling services

In particular, ASADA will:

- deliver an intelligence-led model informing all functional arms of ASADA business which will enhance outcomes such as more sophisticated testing missions, targeted education interventions or strategic policy development,
- develop an online/cyber capability to better assess and combat the risk of the online environment as it relates to PIEDs,
- deliver a coordinated policy response to better inform government on anti-doping issues relying on operational experiences and evidence-based views to guide policy and legislative outcomes,
- implement a coordinated engagement strategy with partners to ensure a collaborative approach towards all business including sharing information and experiences, joint agency efforts, and research and project development,
- pursue new and innovative education technologies, and social media strategy to better reach and influence a wide range of audiences including athletes, support personnel, coaches, parents, medical practitioners and others. Through an expanded anti-doping outreach and awareness program, ASADA’s strategy will promote a clean sport culture and lead to a more informed and better engaged Australian sporting community, and
- invest in and prioritise enhancement of its ICT and business support services to facilitate a more effective and agile work environment.

ICT capability

Technology plays an important part in how we work from managing our processes to delivering anti-doping information to athletes and sports. In recent years, ASADA has moved away from bespoke applications that are expensive to produce and maintain to applications that are mandated for use internationally, and are used and supported internationally. We have also invested in advanced data analysis tools and capabilities to further support our push towards an intelligence-led anti-doping program.
Australians wanting to search the status of a medication in sport are now directed to Global DRO, a mobile-enhanced replacement for our Check Your Substances search tool. The advantage of Global DRO for Australian athletes is that they can search the status of ingredients and brands of medications that they might encounter outside of Australia. The transition to Global DRO has been successful with searches increasing 115% since the change.

Building on our innovative efforts ASADA launched the ASADA Clean Sport App in 2018. The App has been designed with athletes in mind giving a complete list of all supplements sold in Australia that have been screened for prohibited substances by an independent laboratory. These cannot give athletes a 100% safety guarantee, but does significantly lower the risk of a positive test. For non-tested supplements the App gives athletes access to a quiz to assess the risk posed by highlighting key risk factors. The App can also be used to report doping, check if a medication is banned in sport, give ASADA feedback on testing missions, and complete online education modules.

An effective out-of-competition testing program is a fundamental part of the anti-doping framework. Timely, accurate and complete information about the whereabouts of athletes is critical to conducting this testing program. Since 2016, Australian athletes have been providing their whereabouts information on the WADA’s Administration and Management System (ADAMS). With a range of enhancements, ADAMS makes it easier for athletes to enter, view and change their whereabouts information. Through the continued implementation of the ADAMS system, Australian athletes are now offered the additional functionality of submitting applications for Therapeutic Use Exemptions (TUE). Athletes may at times need to use a prohibited medication to treat a legitimate medical condition. A TUE is an exemption that allows an athlete to use, for therapeutic purposes only, an otherwise prohibited substance or method (of administering a substance).

To secure the full benefits offered by ADAMS, ASADA has transitioned fully to the system. The move improves the effectiveness and efficiency of our work by minimising the duplication of data processing, as well as increasing information-sharing capabilities with our international counterparts.

ASADA uses Gracenote Sports which captures, curates and delivers in-depth sports data including schedules, scores, statistics, play-by-play details and team and player information for the world’s major sporting events. When combined with our other information sources Gracenote provides additional internal capability to support our work.

Our ICT network continues to be certified to PROTECTED status, which enables the sharing of information between ASADA and law enforcement agencies. We are committed to maintaining our ICT infrastructure to a standard that provides confidence to the sporting, law enforcement and regulatory communities.

Over the next four years we will look to further enhancements to our ICT infrastructure that will support the requirements of the enhanced operating model and achievement of our purpose.
ASADA operates in a complex and changing environment which requires flexibility and adaptability to succeed. ASADA cannot eliminate risk from its operations, we must engage with and respond to risk in a way that is proportionate to the circumstances.

Our level of risk management capability is aligned with the requirements of section 16 of the PGPA Act and is founded upon principles set out in ISO 31000 Risk Management – Principles and Guidelines and the Commonwealth Risk Management Policy.

Risk management and fraud control at ASADA is governed by the Risk Management and Fraud Control Framework, which includes:

- fraud control processes
- internal audit function
- business continuity processes
- corporate planning, and
- budgeting processes.

The Risk Management Framework embeds risk management in all ASADA's operational and corporate activities. We do not view risk management as a stand-alone process. It is entrenched in our business planning and resource processes and is closely aligned with a range of other business processes that are performed within the agency, including fraud control, internal audit and business continuity processes.

ASADA encourages its Directors to engage with and take risk-based decisions. The ASADA Executive recognises that it is not necessary or desirable to eliminate all risk inherent in its activities. Acceptance of risk is often necessary to foster innovation and efficiencies within business practices. ASADA expects all its employees to manage the business in such a manner that risk is minimised to appropriate levels and objectives are maximised.

Supporting the framework is the ASADA Risk Management and Fraud Control Policy, which acts as a practical guide for the implementation of the risk management and fraud control framework. Our risk management program helps us to proactively manage our risks, reduce our exposure to financial and reputational harm and optimise our use of resources.
Further Information

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For detailed and up to date information about the Australian Sports Anti-Doping Authority visit our website at: www.asada.gov.au

This publication can be found in electronic format on the Australian Sports Anti-Doping Authority’s website at: www.asada.gov.au/about-asada/corporate-information/corporate-plan

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AUSTRALIAN SPORTS ANTI-DOPING AUTHORITY

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