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ASADA

CLEAN  
FAIR  
SPORT

# ANNUAL REPORT

AUSTRALIAN  
SPORTS  
ANTI-DOPING  
AUTHORITY





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## Acknowledgement of Country

ASADA acknowledges the Traditional Owners of the lands on which it stands and pays its respects to their Elders past, present and emerging.

ASADA recognises the outstanding contribution that Aboriginal and Torres Strait Islander people make to sport in Australia and celebrates the power of sport to promote reconciliation and reduce inequality.

## About this report

Australian Sports Anti-Doping Authority  
Annual Report 2018–19  
Canberra

This report provides a detailed account of the operations and performance of the Australian Sports Anti-Doping Authority (ASADA) for the financial year ended 30 June 2019. It has been prepared for the Minister for Sport, to be tabled in both houses of the Parliament of Australia.

## Online availability

The whole report is available at  
[www.asada.gov.au/about-asada/corporate-information/annual-reports](http://www.asada.gov.au/about-asada/corporate-information/annual-reports).

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October 2019



Australian Government

Australian Sports  
Anti-Doping Authority

# LETTER OF TRANSMITTAL

7 October 2019

Senator the Hon Richard Colbeck  
Minister for Aged Care and Senior Australians  
Minister for Youth and Sport  
Parliament House Canberra ACT 2600

Dear Minister

I am pleased to present the Australian Sports Anti-Doping Authority's annual report for the financial year ended 30 June 2019.

This report has been prepared in accordance with section 46 of the *Public Governance, Performance and Accountability Act 2013* and meets the requirements for non-corporate Commonwealth entities' annual reports as prescribed by the *Public Governance, Performance and Accountability Rule 2014*.

This report also contains content required by subsection 74(1) of the *Australian Sports Anti-Doping Authority Act 2006* and is in line with the Department of Finance's Resource Management Guide No. 134 *Annual performance statements for Commonwealth entities* and Resource Management Guide No. 135 *Annual reports for non-corporate Commonwealth entities*.

I certify that this agency has prepared fraud risk assessments and fraud control plans and has in place appropriate fraud prevention, detection, investigation and reporting mechanisms that meet the specific needs of the agency. I have taken all reasonable measures to appropriately deal with fraud relating to the agency.

Yours sincerely

A handwritten signature in black ink, appearing to read 'D Sharpe'.

**David Sharpe APM OAM**

Chief Executive Officer  
Australian Sports Anti-Doping Authority

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# CEO MESSAGE

## INTRODUCTION

With increasing global coverage of corruption in sport, state-sponsored doping and reports of organised crime infiltration of sport, protecting the integrity of Australian sport has never been more important.

In 2018–19, we witnessed a surge in calls for the ‘athletes’ voice’ to be respected and included in all aspects of sports administration as confidence in anti-doping programs, branding rights, inclusion and diversity dominated the spotlight. Athletes are looking to sports administrators and governments to take a stronger leadership role in addressing these issues.

It is through adversity and conflict that opportunities arise.

In August 2018, the Australian Government released *The Review of Australia’s Sports Integrity Arrangements* which will set a benchmark globally for sports integrity. Critically for Australia, the anti-doping recommendations aim to strengthen the Australian Sports Anti-Doping Authority’s (ASADA) legislation, enhance our engagement with sports and build our education and intelligence capabilities.



# NEW OPERATING MODEL

In July 2018, the Government reinforced its commitment to 'Clean, Fair Sport' through an injection of additional funding. This funding enabled ASADA to deliver a new operating model based on three fundamental pillars:

- ◆ ENGAGEMENT AND PARTNERSHIPS
- ◆ INTELLIGENCE
- ◆ EDUCATION AND AWARENESS.

Throughout 2018–19, ASADA's anti-doping programs focused on facilitators exploiting vulnerabilities in sport and delivering education and awareness strategies aimed at informing athletes and the community of the health impacts and consequences of doping.

Sport is engrained in the Australian culture: whether you are an athlete, coach, administrator or volunteer. Australians are passionate about sport at all levels—from grassroots through to elite performance—as it embraces participation and inclusion whilst offering support networks, structure, discipline and a sense of worth for all.

As the CEO of ASADA, I have and will continue to act in the interest of Australians who want assurances that the best person or team has won and that Australian athletes are protected from those seeking to undermine 'Clean, Fair Sport'.

Delivery of a new purpose-built state-of-the-art ASADA headquarters has enhanced our ability to operate in a secure and technologically advanced environment, thus ensuring a sustainable future.

ASADA's *Digital Business Strategy* will place ASADA at the forefront of communication, innovation and technology in delivery of our enhanced business practices. This strategy enables ASADA to utilise the latest data extraction and exploitation tools to enhance our intelligence capability, while maintaining the security of our systems and the protection of sensitive information.



# THE PILLARS

## Engagement and partnerships

ASADA's focus on engagement and partnerships with national sporting organisations (NSO), athletes, law enforcement bodies and intelligence and regulatory agencies influenced our journey towards a stronger national anti-doping program. Expanding our engagement with non-traditional partners, including research and education institutions, has provided a broader understanding of how we prepare for over-the-horizon challenges.

Through trust-based partnerships, ASADA has set benchmarks for anti-doping programs, both domestically and internationally. We have learnt lessons from our partners, as well as shared our skills, experience and capabilities to collectively build the capacity of anti-doping programs to protect the rights of Australian athletes wherever they compete.

To truly understand the doping landscape, we have established the ASADA Athlete Advisory Group (AAG). Comprised of athletes who understand the environment and pressures of sport, the AAG is critical to informing ASADA's future strategic direction and promoting the importance of the 'athletes' voice' in sports administration and anti-doping.

An increased exchange of information with NSOs has formed the cornerstone of our partnerships, where our mutual end-game serves to protect athletes. The monthly ASADA Bulletin implemented in July 2018 provided critical information to sports and athletes about current doping threats, advances in anti-doping education, developments in the world of anti-doping science and how decisions in the international anti-doping space might impact us here in Australia.

During 2018–19, a formal partnership entered into by ASADA and the University of Canberra (UC) ensures both organisations collaborate as leaders in Australian sport. The arrangement has ASADA working alongside the UC's Research Institute for Sport and Exercise on a range of projects related to science, education, innovation, technology, intelligence, communication and leadership.

The success of ASADA's Leadership in Sport conference (*Leadership and Governance in Sport, Culture the Key—The Road Ahead*) in October 2018 led to the development of a formal program of Leadership in Sport conferences to be delivered in partnership with UC, the National Integrity of Sport Unit (NISU) and Sport Australia. The first of these joint Leadership in Sport conferences was hosted in May 2019, focusing on the 'athletes' voice'.

These forums provide a platform for government and sporting organisations to collaborate and share best practice, identify emerging issues and pave the way for the future as we jointly tackle the threats to sports integrity.

## Intelligence

A flexible and sustainable intelligence capability is critical to the future viability of ASADA's anti-doping program.

ASADA's enhanced intelligence capability led to the delivery of a comprehensive strategic picture of doping in Australia that informs high-level strategy and policy, drives operational activity and informs education and testing programs.

ASADA's intelligence capability, combined with a well-developed domestic and international intelligence network, serves to highlight over-the-horizon threats and opportunities, ensuring ASADA is prepared to meet future challenges head on.

## Education and awareness

During the reporting period, ASADA developed an innovative anti-doping education strategy to be delivered across all areas of the sporting community—from elite athletes to parents, teachers and school children.

Our drive to push education to grassroots levels through a partnership with the World Anti-Doping Agency resulted in the launch of the *Parents' Guide to Clean Sport*.

In 2018–19, we also engaged 16 current or former Olympians or Australian representatives as our Clean Sport Educators. No one holds the 'Clean, Fair Sport' cause closer to their hearts than athletes. By using the Clean Sport Educators in our face-to-face delivery, we connected more meaningfully with our audience through presenters who appreciate first-hand the pressures, temptations, challenges and rewards awaiting sports men and women.

Another highlight in the education space was our drive to bring innovation to the forefront of how we deliver the anti-doping message to athletes. In 2018–19, ASADA launched the latest version of our virtual reality education program with the Australian Youth Olympic Team, which has been widely used with Australian athletes and adapted by a number of our international anti-doping colleagues and International Federations. When delivered holistically with our other innovative education initiatives, such as the Clean Sport app, parents' online awareness campaign, Theatre Sport Workshops (a collaboration with THINK ABOUT iT) and the Clean Freak campaign, it is safe to say Australian athletes are being offered first-class anti-doping education through an innovative and creative lens.



# THE FUTURE OUTLOOK

A number of internal reviews conducted by ASADA have equipped the agency with the knowledge and skills required to drive our strategic direction.

An external communications strategy allows ASADA to inject key or targeted messages into the broader community, particularly the health impacts of performance and image enhancing drugs and the consequences of doping.

ASADA will continue to foster both traditional and non-traditional relationships to better understand the doping environment and identify threats and vulnerabilities. Through partnerships, we will identify areas for improvement and address any identified gaps in our collective response.

ASADA will continue to participate in world anti-doping leadership forums in order to promote a coordinated global response to threats of doping. We will also harness our increased intelligence capability to better direct resources to identify higher-risk sports and to work in partnership to reduce those risks at all levels of sport.

In the next 12 months, initiatives such as the AAG and Leadership in Sport conferences will better inform ASADA's organisational and education strategies in preparation for the launch of Sport Integrity Australia which will ultimately place Australia in an enviable position globally.



**David Sharpe APM OAM**

Chief Executive Officer

Australian Sports Anti-Doping Authority





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# ASADA OVERVIEW

Anti-doping has been part of the Australian sporting landscape for almost three decades. Oversight originally lay with the Australian Sports Drug Agency (established in 1991), which the Australian Sports Anti-Doping Authority (ASADA) replaced in 2006.

ASADA is a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and its staff are employed under the *Public Service Act 1999*. ASADA operates under the *ASADA Act* and the *ASADA Regulations*, including the National Anti-Doping (NAD) scheme. The agency's activities are also governed by its obligations to implement the World Anti-Doping Code and International Standards in Australia.

*Figure 1: ASADA staff at the opening of the new office (March 2019)*



## OUR VISION

Clean, fair sport



## OUR PURPOSE

To protect the health of athletes and the integrity of Australian sport by minimising the risk of doping

# Our Outcome and Program

Outcomes are the Government's intended results, benefits or consequences for the Australian community. The Australian Government requires entities, such as ASADA, to use outcomes as a basis for budgeting, measuring performance and reporting. Annual departmental funding is appropriated on an outcome basis.

## Outcome 1

Protection of the health of athletes and the integrity of Australian sport, including through engagement, deterrence, detection and enforcement to minimise the risk of doping.

## Program 1.1

The Australian Government, through ASADA, aims to minimise the risk of doping in sport through a balanced mix of prevention, detection and enforcement activities.

## Our strategic priorities

ASADA's work in 2018–19 is driven by three fundamental pillars.



These pillars are mutually supportive—engagement and partnerships will lead to better intelligence, which will better inform targeted and effective education programs. All three pillars are geared towards achieving ASADA's core business to protect clean athletes.

## Engagement and partnerships



This strategic priority refers to both increased engagement with national sporting organisations, athletes and support personnel, and enhanced partnerships with law enforcement bodies, border protection agencies, regulatory agencies, the health sector, academic institutions and international anti-doping organisations. These relationships allow ASADA to better understand and respond to the doping threats in the sports environment, as well as foster proactive engagement with ASADA to develop a culture of clean sport.

ASADA's partnerships with the World Anti-Doping Agency (WADA) and international anti-doping organisations help to build the collective capability of the anti-doping organisation community, so Australian athletes can compete on a level playing field wherever that may be.

In the pursuit of clean sport, ASADA continually strives to enhance its engagement with athletes who understand the pressures of sport better than anyone. The insights gained from a strong and focused engagement program 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.

## 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 provides ASADA with a comprehensive strategic picture of doping in Australia that informs high-level strategy and policy (including public policy), as well as informs and supports operations such as the delivery of more sophisticated testing, education and awareness programs. A robust intelligence picture guides ASADA in applying its suite of capabilities to those sports, and at those levels, where the highest concentrations of doping risk lie.

Enhanced intelligence serves to highlight emerging over-the-horizon risks and opportunities, ensuring that ASADA is prepared to act on them. In addition, ASADA uses 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 with partners (such as the Australian Border Force, Australian Federal Police and the Australian Health Practitioner Regulation Agency) underpins the successful establishment of a world-leading anti-doping intelligence capability at ASADA, by giving it access to new and valuable sources of information.

## Education and awareness



Education is key to the prevention of doping. ASADA's education resources serve as an example of the benefits to be derived from a strategy that is led by intelligence, and coordinated across the agency.

ASADA has successfully brought together all of its functional arms to ensure anti-doping education is planned, developed and delivered. When coupled with engagement, partnerships and intelligence, education allows 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 connects ASADA with a new generation of athletes in ways they understand. This ensures ASADA's resources are 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.



# Our structure

Figure 2: ASADA's organisational structure as at 30 June 2019

## AUSTRALIAN SPORTS ANTI-DOPING AUTHORITY



# NATIONAL ANTI-DOPING FRAMEWORK

The purpose of the National Anti-Doping Framework is to align domestic anti-doping efforts in Australia through a set of principles and clearly identified areas for cooperation, agreed between the Australian and state and territory governments. To create and maintain a culture hostile to doping, governments must work in close cooperation with a range of partners, including sporting bodies, other government agencies and professional associations.

Figure 3: Australia's Anti-Doping Framework



## ASADA

ASADA's responsibilities under the framework are described throughout this report.

In addition to ASADA, there are two independent committees established by the ASADA legislation—the Anti-Doping Rule Violation Panel and Australian Sports Drug Medical Advisory Committee.

## Australian Sports Commission (Sport Australia)

The role of the Australian Sports Commission (ASC) in the anti-doping framework is to:

- ◆ require national sporting organisations (NSO), as a condition of ASC recognition and funding, to:
  - have an anti-doping policy that conforms with the World Anti-Doping Code and is approved by the ASADA CEO
  - acknowledge ASADA's powers and functions
- ◆ determine, in consultation with ASADA, whether to withhold recognition or funding from NSOs for non-compliance
- ◆ athlete support grant recipients to, as a condition of their grant, comply with the anti-doping policies of the ASC and their NSO, and to repay grant funds to the ASC if they breach these policies
- ◆ assist, cooperate and liaise with ASADA and other anti-doping organisations in relation to the conduct of any investigation or hearing concerning a potential violation.

## National Integrity of Sport Unit

The National Integrity of Sport Unit in the Department of Health has primary responsibility for the Australian Government's obligations under the UNESCO Convention. It works in partnership with other Australian and state and territory government bodies to meet these obligations.

## National sporting organisations

Under the framework, all ASC-recognised national sporting organisations—and by extension their affiliated state and regional sporting organisations—must:

- ◆ have an anti-doping policy that complies with the World Anti-Doping Code
- ◆ implement anti-doping measures to the extent required by their respective international federations
- ◆ acknowledge ASADA's functions and powers, and facilitate the execution of those functions and powers as reasonably required by ASADA.

## State and territory governments

Under the framework, state and territory governments contribute to meeting Australia's international obligations under the UNESCO Convention and the World Anti-Doping Code by:

- ◆ supporting the objectives of the framework
- ◆ expecting state sporting organisations to demonstrate compliance with their sport's own ASADA-approved anti-doping policy as a condition of receiving state/territory funding

- ◆ expecting athletes and their support staff at institutes and academies of sport within their jurisdiction to be subject to a Code-compliant anti-doping policy
- ◆ supporting anti-doping education, particularly at the sub-elite and community levels, including the education delivered by ASADA
- ◆ supporting the enforcement of sanctions resulting from an anti-doping rule violation, including the withdrawal of funding for an athlete or support person and the denial of access to state/territory government facilities (including institutes and academies of sport) as provided for by the sanction
- ◆ cooperating with ASADA in investigations of potential violations (for example, by developing information-sharing arrangements with ASADA)
- ◆ encouraging and assisting state sporting organisations to support the work of NSOs to fulfil their anti-doping roles and responsibilities
- ◆ encouraging state-based organisations that deal directly with athletes or their support people to promote compliance with the anti-doping policies of their sport
- ◆ advising ASADA of any possible anti-doping rule violations.

## Other Australian Government agencies

The role of other Australian Government agencies under the framework is to:

- ◆ share information that may help ASADA in its investigations (for example, the Australian Federal Police, the Australian Border Force and the Therapeutic Goods Administration)
- ◆ analyse samples collected from athletes on behalf of ASADA and conduct anti-doping research (the Australian Sports Drug Testing Laboratory).

## State sporting organisations

The role of these organisations under the framework is to:

- ◆ implement anti-doping measures to the extent required by their respective international federations and NSOs
- ◆ support the delivery of education to athletes, particularly junior athletes, about their individual obligations and the dangers of doping.

## Professional associations

Under the framework, some professional associations (such as medical associations) have a role in:

- ◆ developing and implementing codes of conduct, good practices and ethics relating to sport that are consistent with the principles of the World Anti-Doping Code
- ◆ working with governments and the sporting community to develop such policies
- ◆ making their members aware of the ‘prohibited association’ anti-doping rule violation.

# INTERNATIONAL REQUIREMENTS

ASADA's work is carried out in a global anti-doping ecosystem.

The Copenhagen Declaration on Anti-Doping in Sport was agreed to by governments at the Second World Conference on Doping in Sport held in Copenhagen, Denmark, in March 2003. The Copenhagen Declaration was the political document through which governments, including Australia, signalled their intention to formally recognise and implement the World Anti-Doping Code. This initiative was the first step taken by governments towards the *UNESCO International Convention against Doping in Sport 2005* (the UNESCO Convention).

The UNESCO Convention encourages member countries to harmonise their laws on doping in sport and gives governments a practical tool for aligning their domestic legislation and policies with the World Anti-Doping Code. As a State Party to the UNESCO Convention, Australia implements anti-doping arrangements that are consistent with the principles of the World Anti-Doping Code. The Australian Government ratified the convention on 17 January 2006.

## Multilateral arrangements

Arrangement	Type of arrangement	What it does
UNESCO Convention (2005)	An international instrument whose state parties (countries that have ratified, accepted, approved or acceded to it) are legally bound by its provisions.  As at 30 June 2019 there were 188 state parties to the convention.	As the only United Nations agency with a sport mandate, UNESCO leads a comprehensive global anti-doping framework that helps harmonise anti-doping rules and policies worldwide in support of the World Anti-Doping Code.  Convention signatories meet every two years. This conference provides an opportunity for discussion and debate on public policies in the fight against doping. The conference also determines the allocation of UNESCO funding to signatories recognised as requiring assistance to develop and implement effective anti-doping programs.
International Anti-Doping Arrangement (IADA) (1991)	A cooperative intergovernmental alliance between ten nations, including Australia.	IADA meets each year to share experiences and gain a global perspective on international anti-doping practices. This helps enhance expertise and knowledge throughout the alliance as its members work towards a best practice anti-doping control framework.
Council of Europe Anti-Doping Convention (1989)	An international instrument open to both member states and non-member states of the Council of Europe.  To date it has been ratified by 52 states, including Australia.	The Council of Europe Convention sets a certain number of common standards and regulations requiring parties to adopt legislative, financial, technical, educational and other measures. Its main objective is to promote national and international harmonisation of measures against doping.

# Global policies and practices

There are three elements that encourage optimal harmonisation and best practice in international and national anti-doping programs:

<b>World Anti-Doping Code</b>	<p>The World Anti-Doping Code is the core document that provides the framework for harmonised anti-doping policies, rules and regulations among sporting organisations and public authorities.</p> <p>There are ten anti-doping violations in the World Anti-Doping Code:</p> <ol style="list-style-type: none"><li>1. Presence of a prohibited substance or its metabolites or markers in an athlete's sample (otherwise known as a positive doping test)</li><li>2. Use or attempted use by an athlete of a prohibited substance or a prohibited method</li><li>3. Evading, refusing or failing to submit to sample collection</li><li>4. Whereabouts failures</li><li>5. Tampering or attempted tampering with any part of doping control</li><li>6. Possession of a prohibited substance or a prohibited method</li><li>7. Trafficking or attempted trafficking in any prohibited substance or prohibited method</li><li>8. Administration or attempted administration to any athlete in-competition of any prohibited substance or prohibited method, or administration or attempted administration to any athlete out-of-competition of any prohibited substance or any prohibited method that is prohibited out-of-competition</li><li>9. Complicity in a doping violation</li><li>10. Association with a prohibited person.</li></ol>
<b>International Standards</b>	<p>There are six International Standards for anti-doping:</p> <ol style="list-style-type: none"><li>1. Prohibited List</li><li>2. Testing and investigations</li><li>3. Laboratories</li><li>4. Therapeutic Use Exemptions</li><li>5. Protection of privacy and personal information</li><li>6. Code compliance by signatories.</li></ol> <p>They are aimed at harmonising the practices of organisations responsible for specific technical and operational parts of anti-doping programs.</p> <p>Adherence to the International Standards is mandatory for compliance with the World Anti-Doping Code.</p>
<b>Model rules, guidelines and protocols</b>	<p>WADA has developed model rules for national Olympic committees, International Federations, major event organisations and national anti-doping organisations to assist these organisations in drafting anti-doping rules in line with the World Anti-Doping Code.</p>

# PORTFOLIO AND MINISTER

ASADA is an operating portfolio agency within the Department of Health portfolio.

For the majority of the 2018–19 reporting period, ASADA was accountable to the Minister for Sport, Senator the Hon Bridget McKenzie.

From 29 May 2019, ASADA was accountable to the Minister for Youth and Sport, Senator the Hon Richard Colbeck.











# 02 ANNUAL PERFORMANCE STATEMENT

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# STATEMENT BY THE ACCOUNTABLE AUTHORITY

## Statement of preparation

I, as the accountable authority of the Australian Sports Anti-Doping Authority (ASADA), present the 2018–19 annual performance statement of ASADA, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

In my opinion, the 2018–19 annual performance statement is based on properly maintained records, accurately presents the performance of ASADA, and complies with subsection 39(2) of the PGPA Act.



**David Sharpe APM OAM**

Chief Executive Officer

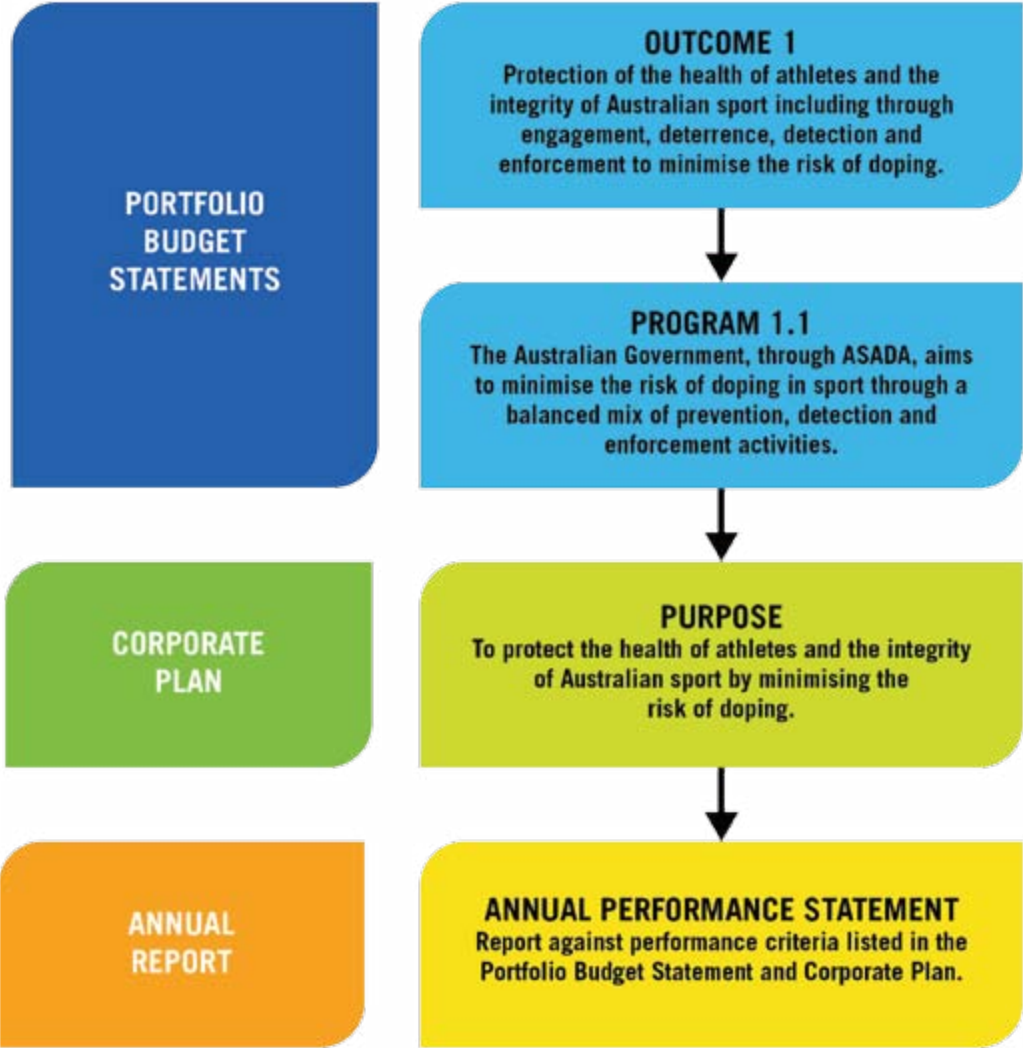
Australian Sports Anti-Doping Authority

## Our Purpose

In the *ASADA Corporate Plan 2018–2022*, our Purpose is to protect the health of athletes and the integrity of Australian sport by minimising the risk of doping.

In 2018–2019, ASADA focused on three mutually supportive pillars—enhanced engagement and partnerships, enhanced intelligence, and enhanced education and awareness—to achieve its outcome under the *2018–19 Portfolio Budget Statements (PBS)*.

Figure 4: Reporting alignment



# PERFORMANCE OVERVIEW

The performance results for 2018–19 indicate a year of solid performance in ASADA achieving its Purpose. At the start of the reporting period, in line with a new operating model, ASADA increased the number of performance measures from eight to 13 to better challenge its anti-doping program. In setting the bar high, with full knowledge that some performance measures would be hard to achieve, the measures for Program 1 demonstrate how ASADA is achieving its Purpose. These are set out in the PBS, and in the *2018–2022 ASADA Corporate Plan*.

NO.	OUTCOME	MEASURE	PERFORMANCE TARGET	RESULT
1	Achievement in building the collective capability of the anti-doping community.	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.	Contributes expertise at key international anti-doping forums, such as the World Anti-Doping Agency (WADA) Symposium.  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.	MET
2	Achievement of ASADA legislation and the World Anti-Doping Code awareness amongst sporting organisations, athletes and support personnel.	Percentage of sporting organisations, athletes and support personnel aware of ASADA legislation and the World Anti-Doping Code.	≥80% level of awareness	MET
3	Achievement of satisfaction with anti-doping education and awareness raising activities in the sporting community.	Percentage of national sporting organisations, athletes and support personnel who are satisfied with anti-doping education and awareness raising programs.	≥80% level of satisfaction	MET

NO.	OUTCOME	MEASURE	PERFORMANCE TARGET	RESULT
4	Achievement in anti-doping education and awareness-raising.	Delivery of anti-doping education and awareness-raising resources to athletes and support personnel.	Target includes: <ul style="list-style-type: none"> <li>(a) Core education products<sup>1</sup> delivered to 20,000 athletes and support personnel.</li> <li>(b) Tailored online and/or face-to-face anti-doping education products produced for ≥ 3 high risk sports<sup>2</sup>.</li> <li>(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 with a focus on specialist sport schools.</li> <li>(d) 7,500 downloads of the ASADA app<sup>3</sup>.</li> </ul>	MET
5	Achievement in compliance with anti-doping requirements.	All recognised sports assessed under the ASADA Compliance Framework meet ASADA's compliance requirements <sup>4</sup> .	≥80% compliance	MET
6	Achievement in delivering effective anti-doping intelligence and investigative functions.	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.	≥80% level of satisfaction	MET
7	Achievement in the demonstrated sharing of anti-doping intelligence with external stakeholders.	Collecting and providing timely, high-quality intelligence and assessments that inform the picture of doping in Australia and overseas.	80% level of client satisfaction with at least 12 intelligence reports provided to external stakeholders.	MET
8	Achievement in intelligence-led anti-doping program.	Number of total referrals <sup>5</sup> to the testing program based on intelligence reports <sup>6</sup> .	600 intelligence reports referred to testing.	NOT MET

NO.	OUTCOME	MEASURE	PERFORMANCE TARGET	RESULT
9	Achievement in intelligence-led anti-doping program.	Number of intelligence-led operational activities <sup>7</sup> on high-risk athletes <sup>8</sup> .	≥90 intelligence-led operational activities carried out on high-risk athletes.	MET
10	Achievement in intelligence-led anti-doping program.	Investment in intelligence leads to matters referred to investigations.	15 intelligence-led products <sup>9</sup> referred to investigations.	MET
11	Achievement in compliance with investigations standards.	Percentage of investigations conducted by ASADA are in compliance with the <i>Australian Government Investigations Standards</i> and <i>International Standard for Testing and Investigations</i> .	≥90% of investigations comply with standards.	MET
12	Achievement of anti-doping rule violation findings in tribunals.	Percentage of investigations conducted by ASADA and referred to the Anti-Doping Rule Violation Panel (ADRVP) that result in a finding of an anti-doping rule violation.	≥80% of ADRVP findings result in an anti-doping rule violation.	MET
13	Achievement of anti-doping rule violation findings in tribunals.	Percentage of cases conducted by ASADA in tribunals that result in a finding of an anti-doping rule violation.	≥80% of tribunal findings result in an anti-doping rule violation	MET

- 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 The ASADA App is providing athletes with timely anti-doping information and access to online anti-doping education.
- 4 ASADA's Compliance Framework is based on a sport being compliant with all aspects of the ASADA Act, ASADA Regulations and World Anti-Doping Code which jointly establish the requirements all recognised sports must comply with.
- 5 Total referrals include both high-risk referrals and low-risk referrals.
- 6 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, represents better value for money, and is more effective over testing that was simply risk-led, random or based on place-getter strategies.
- 7 An operational activity can include targeted testing, investigation, targeted education and/or intelligence probe.
- 8 A high-risk athlete is an athlete who is the subject of ASADA's Target Athlete Monitoring processes, an intelligence probe or an investigation.
- 9 An intelligence-led product is a referral to Investigations concerning a person or other entity which ASADA held intelligence on, and where that intelligence was responsible for the decision to refer the matter to investigations, or was primarily responsible for the testing of an athlete, which led to a positive test.



## Analysis of overall performance

In 2018–19, ASADA continued working towards providing Australian sports and athletes with a leading anti-doping program, setting global benchmarks in intelligence, science, investigations and education. These activities have contributed to ASADA's achievements of objectives under Outcome 1 and its Purpose. ASADA met 12 of the 13 measures.

Anti-doping organisations work in a challenging operating environment—doping is far more than the stereotypical steroid user looking to get stronger. Doping exists in many forms; it is not contained by age, ability or international borders. 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 the community.

ASADA's progress against its Purpose in 2018–19 was achieved in the context of a complex and global operating environment influenced by the following factors:

## Organisational profile

In 2018–19, ASADA actively sought to increase its public profile in an effort to educate all Australians that the organisation is more than a testing agency. ASADA is a world-leading National Anti-Doping Organisation (NADO), however, domestically, the full extent of its capabilities and processes are not well known.

ASADA identified that it was vitally important to open lines of communication and improve at engaging, educating and providing information to all stakeholders in sport—not just the elite athlete-level, but from grassroots to masters levels too.

## Collaboration

In an effort to truly understand the doping landscape, ASADA works in partnership with everyone who holds a piece of the puzzle.

In 2018–19, ASADA enhanced its engagement and partnerships with stakeholders. This means engaging with athletes who understand their environment, the pressures of sport and importance of remaining competitive better than anyone.

It means engaging with sporting bodies who understand commercial implications as well as the demands on their athletes, both physical and mental. It also means aligning with law enforcement bodies to target the facilitators of doping where organised crime is profiting from supplying performance and image enhancing drugs (PIED), both within Australia and internationally.

This engagement is replicated across all stakeholder groups, including the health sector, academic institutions and other NADOs. All of this enables ASADA to better understand the broader picture of doping in Australia.

## ASADA Athlete Advisory Group

Identifying the benefits of incorporating the athletes' voice, in 2018–19 ASADA established an Athlete Advisory Group (AAG).

The AAG was established to provide input into ASADA's strategic direction and shape education strategies through the provision of insights into the pressures and influences in sport that may increase the risk and temptation to dope.

The AAG provides opportunities for the athletes' voice to contribute meaningfully to the fight against doping. It is made up of 'clean' athletes who have succeeded without the need to dope and athletes who have inadvertently or deliberately doped in pursuit of their goals in sport.

## Leadership in Sport conferences

In 2018–19, ASADA facilitated two Leadership in Sport conferences with representatives from sports and their integrity units, government officials, athletes and their representative bodies to identify emerging issues and discuss how, together, we can tackle the threats to sports integrity.

In facilitation of the conferences, ASADA placed a priority on providing a platform for Australian stakeholders to engage and learn from highly respected international experts.

In October 2018, ASADA held its first conference, *Leadership and Governance in Sport, Culture the Key—The Road Ahead*. The conference provided a great opportunity for like-minded individuals with diverse views to come together, challenge ideas and genuinely collaborate to share best practice. The forum's guest speakers provided unique insights into the importance of good governance policies.

A key outcome identified at the first conference was the need to respect the athletes' voice. In May 2019, ASADA, in partnership with the National Integrity of Sport Unit (NISU) and the University of Canberra (UC) facilitated a second conference—'The Athletes' Voice: Finding the Balance'. As a point of difference, following the conference, ASADA facilitated three workshops with attendees to discuss key integrity issues facing athletes and sports administrators.

## Education first

A key pillar of ASADA's operating model is 'education and awareness'. The aim of this approach is to work with its partners to promote the value of 'Clean, Fair Sport' and the importance of protecting athletes through education, first and foremost.

The Australian Government supports ASADA and the importance placed on anti-doping education. To support ASADA's commitment, in 2018–19 the Government provided an injection of funds to pursue the goal of educating everyone who participates in sport.

In 2018–19, ASADA utilised additional funding to invest in new technology and innovative delivery methods along with a new team of Clean Sport Educators to deliver this message.

## Online presence

In 2018–19, in an effort to increase awareness and its organisational profile, ASADA developed a social media strategy to increase its presence and reach on social media. Using social media allows ASADA to provide timely and targeted information to participants of all levels. The increased focus on social media resulted in a 14% increase in followers and over 1.6 million impressions<sup>1</sup> in 2018–19.

## Capability reform

As doping practices become more sophisticated and complex, ASADA has taken proactive steps to keep pace, and additional funding has enabled ASADA to build its capabilities through the investment in technology and the recruitment of dedicated specialists that are ready to meet this challenge.

## Digital business strategy

The ASADA Information Communication Technology (ICT) environment has undergone significant changes in the last year to both improve the organisation's security posture and also enhance the way it does business.

Over the past 12 months, ASADA has invested significantly in the development of its digital foundation program aligned to the Australian Government's cloud agenda. As at 30 June 2019, ASADA has a modern, integrated digital office space that forms the foundations of the next phase of its digital transformation. ASADA has mobilised its workforce, removed all on-site data centre space, improved its security, established core collaboration capabilities and greatly expanded its outreach to other anti-doping authorities around the world.

This investment will see the digitisation of all operations processes, integration and enhancement of intelligence services, enhancement of ASADA's data analytics capability using artificial intelligence and further enhancements to its collaboration and productivity tools.

## Workforce capability

In 2018–19, ASADA invested resources to ensure it has the right capabilities to deliver against its Purpose and strategic priorities. Ultimately, the skill of its workforce is crucial to its ability to respond effectively to the challenges posed by an increasingly sophisticated doping environment.

In the past year, ASADA has recruited key specialists to help enhance its commitment to intelligence, science, investigations, testing and legal capabilities.

ASADA has actively encouraged secondments and resource-sharing arrangements with relevant law enforcement and other regulatory agencies to maintain its expertise at the forefront of global anti-doping efforts.

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<sup>1</sup> Impressions are the number of times content shows up in somebody's social media feeds.

# RESULTS

## Performance measure 1

<b>Link to ASADA Operating Model</b>	<b>Engagement and Partnerships</b>
<b>Outcome</b>	Achievement in building the collective capability of the anti-doping community
<b>Measure</b>	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.
<b>Criterion Source</b>	Corporate Plan (p. 10)
<b>Methodology</b>	International meetings and forums and Memorandums of Understanding
<b>Target</b>	Contributes expertise at key international anti-doping forums, such as the WADA Symposium.  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.
<b>Result</b>	<b>MET</b>

## Performance measure analysis

ASADA’s work continues to place it at the forefront of global anti-doping efforts in sport. Its expertise is sought after, whether it be presenting at international conferences or helping to strengthen the anti-doping capabilities of its international partners. Highlights in 2018–19 included:

### Building international capacity

Australia’s anti-doping program operates in an international context as part of a global system of anti-doping regulation. Since the introduction of the revised World Anti-Doping Code in 2015, NADOs are facing increasing compliance demands and greater expectations. In this complex and dynamic global environment, strategic partnerships and multilateral cooperation are essential.

While ASADA will always continue to improve its own operations and the strength of the Australian sports integrity landscape, it is crucial that the agency learns from others, and uses and shares its skills, experience and capabilities to build the capacity of its international anti-doping partners to protect the rights of Australian athletes, and all clean athletes on the global stage.

In 2018–19, in partnership with WADA, ASADA delivered programs in the Oceania and Asian regions for coordinating the engagement and development of NADO capabilities through the respective Regional Anti-Doping Organisations (RADO). In furtherance of the pursuit for Australian athletes to compete on a level playing field, wherever that may be, ASADA's assistance to build capacity and to strengthen regional and global anti-doping efforts extended, but is not limited, to:

- ◆ Sri Lanka Anti-Doping Agency (SLADA)
- ◆ India National Anti Doping Agency (NADA)
- ◆ Korea Anti-Doping Agency (KADA)
- ◆ Oceania Regional Anti-Doping Organization (ORADO).

### Partnership with Drug Free Sport New Zealand

Throughout 2018–19, ASADA has been working closely with its partners from Drug Free Sport New Zealand (DFSNZ) to initiate new ways to support clean athletes and detect doping in the region. Both agencies are focused on a proactive joint approach to build anti-doping capacity in the Oceania region.

In 2019, ORADO requested assistance from ASADA and DFSNZ in the implementation and execution of doping control and education activities at the 2019 Pacific Games, held from 7–20 July in Apia, Samoa.

In partnership with lead agency DFSNZ, ASADA officials provided ORADO with:

- ◆ a pre-competition training program for Doping Control Officers (DCO) working at the Games
- ◆ operational support during the Games
- ◆ educational outreach at the Games.

### International forums

ASADA takes a proactive and strategic approach to building and maintaining global partnerships. During 2018–19, ASADA contributed to global discussions, shared its expertise and showed leadership through participating and hosting a number of international forums, including:

- ◆ 2018 International Anti-Doping Arrangement (IADA) Meeting
- ◆ 2018 United States Anti-Doping Agency (USADA) Science Symposium
- ◆ 2018 WADA Athlete Biological Passport Symposium
- ◆ 2018 WADA Global Education Conference
- ◆ 2018 ASADA Leadership in Sport Integrity conference—*Leadership and Governance in Sport, Culture the Key—The Road Ahead*
- ◆ 2018 ASADA Doping Control Officer Conference
- ◆ 2018 WADA Executive Committee Meeting (Observer)
- ◆ 2018 Japan Anti-Doping Agency (JADA) International Anti-Doping Seminar in Asia and Oceania
- ◆ 2019 Institute of National Anti-Doping Organisations (iNADO) Annual General Meeting and Conference
- ◆ 2019 NADO Leaders meetings

- ◆ 2019 iNADO Strategic Plan Meeting
- ◆ 2019 WADA International Symposium
- ◆ 2019 ASADA Athlete Biological Passport Workshop with KADA, DFSNZ and Australian Sports Drug Testing Laboratory
- ◆ 2019 WADA Foundation Board Meeting
- ◆ 2019 ASADA Leadership in Sport conference—*The Athletes' Voice: Finding the Balance*
- ◆ 16th Asia/Oceania Region Intergovernmental Ministerial Meeting on Anti-Doping in Sport
- ◆ KADA Anti-Doping in Asia Seminar.

## Performance measure 2

<b>Link to ASADA Operating Model</b>	<b>Education and Awareness</b>
<b>Outcome</b>	Achievement of ASADA legislation and the World Anti-Doping Code awareness amongst sporting organisations, athletes and support personnel
<b>Measure</b>	Percentage of sporting organisations, athletes and support personnel aware of ASADA legislation and the World Anti-Doping Code.
<b>Criterion Source</b>	Portfolio Budget Statements (p. 260) Corporate Plan (p. 10)
<b>Methodology</b>	Annual stakeholder survey
<b>Target</b>	≥80% level of awareness
<b>Result</b>	<b>MET</b>

## Performance measure analysis

Athletes, sporting organisations and support personnel who responded to the *2019 Stakeholder Survey* identified:

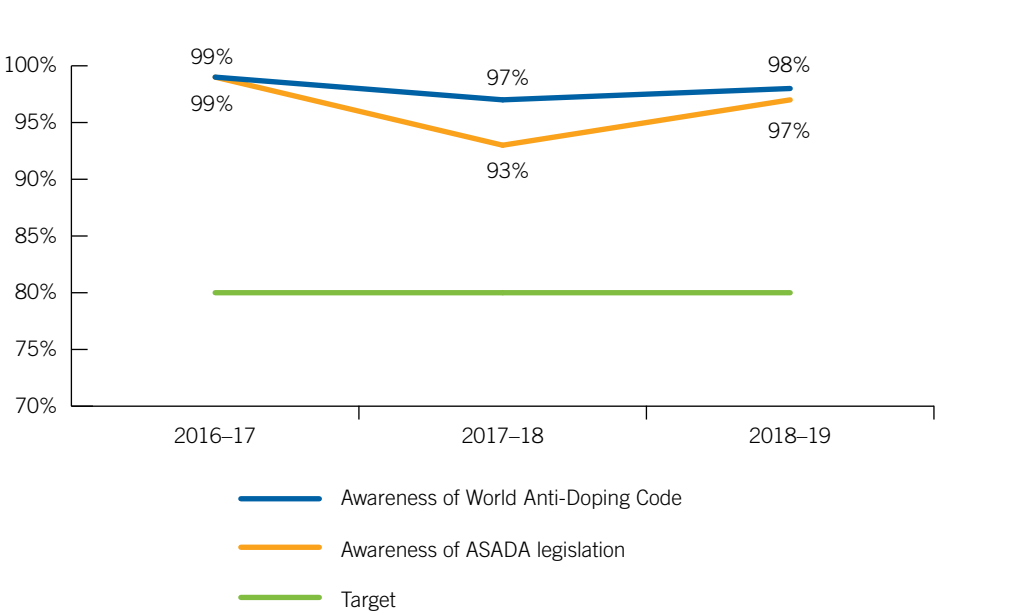
- ◆ 97% are aware<sup>2</sup> of ASADA legislation
- ◆ 98% are aware<sup>3</sup> of the World Anti-Doping Code.

2 Includes respondents who indicated 'Mostly Aware', 'Partly Aware' and 'Somewhat Aware'.

3 Includes respondents who indicated 'Mostly Aware', 'Partly Aware' and 'Somewhat Aware'.

# Trend

Figure 5: Trend Data: Awareness of ASADA legislation and the World Anti-Doping Code



## Performance measure 3

Link to ASADA Operating Model	Education and Awareness
Outcome	Achievement of satisfaction with anti-doping education and awareness raising activities in the sporting community
Measure	Percentage of national sporting organisations, athletes and support personnel who are satisfied with anti-doping education and awareness raising programs.
Criterion Source	Portfolio Budget Statements (p. 260) Corporate Plan (p. 10)
Methodology	Education participant feedback survey
Target	≥80% level of satisfaction
Result	MET

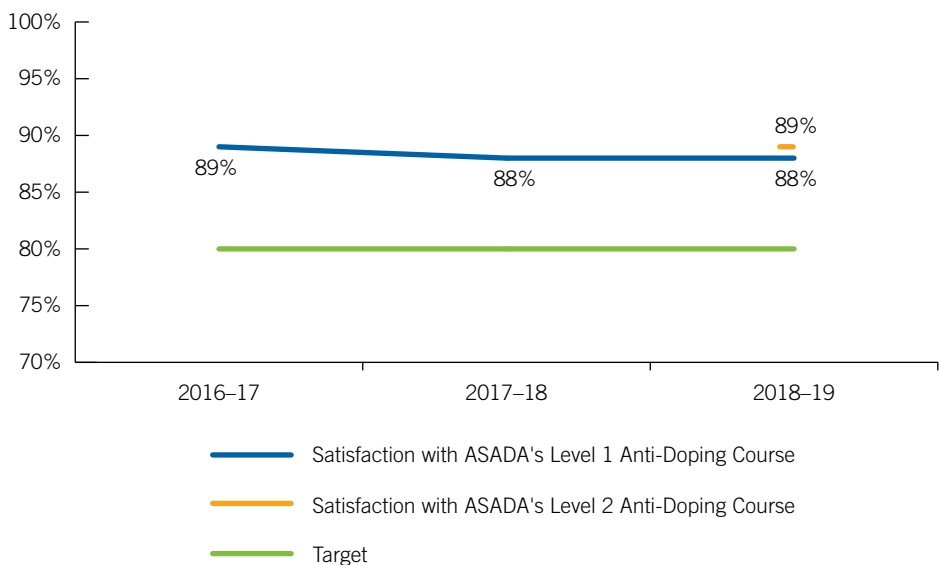
## Performance measure analysis

Of the national sporting organisations, athletes and support personnel who completed an education course in 2018–19:

- ◆ 88% were satisfied with ASADA's Level 1 Anti-Doping course<sup>4</sup>
- ◆ 89% were satisfied with ASADA's Level 2 Anti-Doping course<sup>5</sup>.

## Trend

Figure 6: Trend Data: Satisfaction with ASADA anti-doping education and awareness raising activities



Trend Data: ASADA's Level 2 Anti-Doping course<sup>6</sup>

## Educational performance

ASADA recognises that education is key to minimising the risk of doping in sport. In 2018–19, ASADA enhanced its education strategy, embracing innovation and technology to deliver a leading anti-doping education program.

Since launching ASADA eLearning in 2010, almost 95,000 people from across the sporting community and educational institutions have accessed a variety of online learning options offered by ASADA. Participants learn about the key areas of anti-doping such as prohibited substances and methods, Therapeutic Use Exemptions, Doping Control and Whereabouts.

4 The Level 1 Anti-Doping course provides information on anti-doping rule violations, prohibited substances and methods, supplements, doping control, Therapeutic Use Exemptions, and intelligence and investigations.

5 The Level 2 Anti-Doping course covers more advanced topics in anti-doping and is updated annually to reflect current trends.

6 Trend data for previous years is not available due to the course being developed in 2018.



In 2018–19, respondents to ASADA's eLearning Anti-Doping Level 1 course identified the following:

- ◆ 93% learnt new things about anti-doping
- ◆ 87% of the course (all six modules) was relevant to my needs
- ◆ 91% thought the activities within the course helped me learn the material.

## Performance measure 4

<b>Link to ASADA Operating Model</b>	<b>Education and Awareness</b>
<b>Outcome</b>	Achievement in anti-doping education and awareness-raising
<b>Measure</b>	Delivery of anti-doping education and awareness-raising resources to athletes and support personnel.
<b>Criterion Source</b>	Corporate Plan (p. 10)
<b>Methodology</b>	<ul style="list-style-type: none"> <li>a) Number of athletes and support personnel reached through core education products</li> <li>b) Education outputs and education survey results from targeted high-risk sports</li> <li>c) Education outputs and survey of teachers</li> <li>d) App Statistics</li> </ul>
<b>Target</b>	Target includes: <ul style="list-style-type: none"> <li>(a) Core education products delivered to 20,000 athletes and support personnel</li> <li>(b) Tailored online and/or face-to-face anti-doping education products produced for ≥ 3 high risk sports</li> <li>(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 with a focus on specialist sport schools</li> <li>(d) 7,500 downloads of the ASADA app</li> </ul>
<b>Result</b>	<b>MET</b>

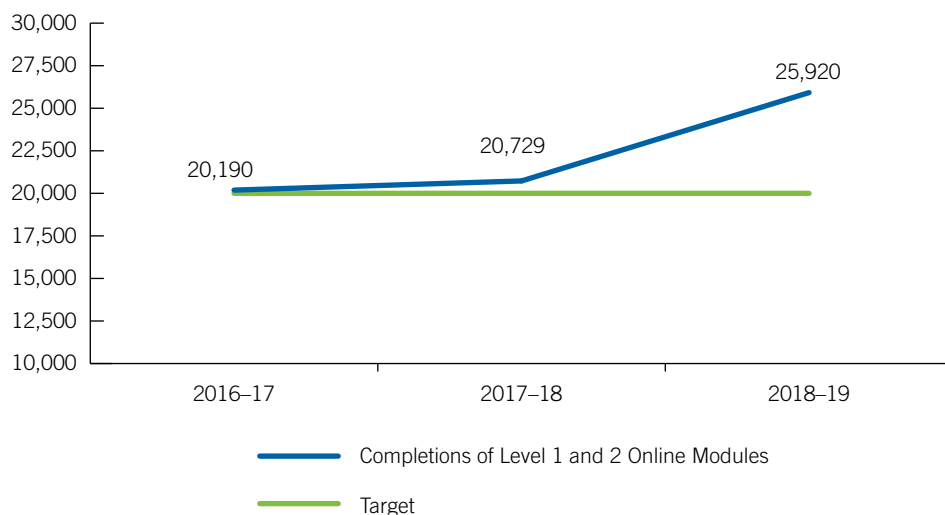
## Performance measure analysis

In 2018–19, ASADA delivered 30,031 core education products to athletes and support personnel:

- ◆ 25,920 completions of Level 1 and Level 2 online modules (25% increase on 2017–18)
- ◆ 110 face-to-face presentations to 4,111 attendees (114% increase on attendees in 2017–18).

## Trend

Figure 7: Trend Data: Completions of Level 1 and Level 2 online education modules



### Clean Sport Educators

In 2018-19, in an effort to enhance engagement with athletes, a number of elite current and former Australian athletes were employed by ASADA to form a new team of Clean Sport Educators. All presenters have had extensive involvement in sport and are well placed to share their anti-doping experiences with athletes.

Since their employment in February 2019, the Clean Sport Educators have assisted in the delivery of:

- ◆ 60 education sessions
- ◆ 16 Outreach Education and Awareness stands (a 220% increase on 2017-18).

### Intelligence-informed education

ASADA continued to place significant emphasis on its education and communications program as a key tool in minimising the risk of doping in sport. ASADA's education resources serve as a key example of the benefits to be derived from a strategy that is informed by intelligence, and coordinated across the agency.

In 2018-19, ASADA produced 34 tailored educational resources. Of the 34 products, 22 were produced for seven high-risk sports. Products included:

- ◆ 'Whereabouts' posters
- ◆ 'Food First' posters
- ◆ customised parents' brochure
- ◆ customised testing guides
- ◆ 'Clean Fair Sport' app posters
- ◆ eLearning advertisements.

## Sport integrity in schools

Currently in partnership with NISU, ASADA offers free lesson plans for teachers on sport integrity issues that fit within the Australian national Health and Physical Education Curriculum. These were designed to promote values of fair play, integrity and clean sport at a young age, while attitudes are still being formed.

In 2018–19, ASADA increased its commitment to help sport integrity in schools by working directly with high school teachers across Australia to provide professional development training opportunities, and by offering free visits to schools teaching sport integrity already.

In 2018–19, ASADA delivered three professional development programs to Health and Physical Education teachers, the first of their kind in ASADA's history. The three professional development programs provided 44 teachers with the necessary skills and content to educate their students.

The three programs delivered were:

- ◆ at the Australian Council for Health, Physical Education and Recreation (ACHPER) International Conference
- ◆ at Maribyrnong Sports High School
- ◆ an ASADA in-house session bringing together teachers from all states.

In addition, ASADA delivered 13 face-to-face presentations to students at schools across Australia.

## ASADA Clean Sport app

In 2017–18, ASADA unveiled a new mobile app designed to mitigate the ongoing risk posed to athletes by nutritional supplements. On average, one Australian athlete per month tests positive from a supplement that contains a prohibited substance, and a recent study showed that 20% of supplements selected from Australian shelves contained a banned substance.

ASADA's long standing advice on supplements is that athletes should not take them, however, it recognises that in some instances, athletes may be advised to, or may take supplements of their own accord.

To help athletes minimise their risk of testing positive, the ASADA Clean Sport app gives athletes a list of supplements sold in Australia that have been screened for prohibited substances by an independent laboratory, known as 'batch testing'. These screened supplements cannot give athletes a 100% safety guarantee, but does significantly lower the risk of a positive test. The app also offers users a quiz to assess the risk posed by other non-tested supplements by highlighting key risk factors.

The app provides athletes with the functionality to report doping, check if a medication is banned in sport, provide feedback to ASADA and complete online education modules.

In 2018–19, ASADA focused on increasing the ASADA Clean Sport app's profile amongst not only elite athletes but athletes of all levels, support personnel, coaches and medical professionals. As a result, there was a 112% increase in the number of app downloads (12,509).

As at 30 June 2019, the ASADA Clean Sport app has been downloaded 18,396 times.

# Performance measure 5

Link to ASADA Operating Model	Engagement and Partnerships
Outcome	Achievement in compliance with anti-doping requirements
Measure	All recognised sports assessed under the ASADA Compliance Framework meet ASADA's compliance requirements.
Criterion Source	Corporate Plan (p. 10)
Methodology	Direct sourcing from sports and desk research
Target	≥80% compliance
Result	MET

## Performance measure analysis

ASADA's operating model strikes a balance between remaining independent, maintaining the confidence of sports and working with stakeholders across the sporting community to minimise the risk of doping. Influencing ASADA's direction is the knowledge that doping has become increasingly sophisticated and complex. Its reach spans from grassroots sports to the elite levels. In 2018–19, ASADA delivered a stronger intelligence focus achieved through enhanced partnerships with all stakeholders.

To truly understand the doping landscape, ASADA works closely in partnership with everyone who holds a piece of the puzzle. This means engaging those involved in the sports themselves; those who understand pressures like commercial implications and the demands on their athletes, both physical and mental. The partnerships enable ASADA to better understand the broader picture of doping in Australia and assist us to work with sporting bodies 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 clean athletes, both within and outside of sport, through testing, investigations and new intervention strategies
- ◆ help sports administrators identify and manage points of vulnerability in their sports
- ◆ help inform government policy on sport integrity and health.

In 2018–19, 91% of recognised National Sporting Organisations (NSO) (67) were reported as compliant<sup>7</sup>. The NSOs reported as non-compliant were categorised as such due to not meeting ASADA's anti-doping education requirements. ASADA is working with these NSOs to develop education strategies to ensure compliance in the next reporting period.

Intelligence-informed sport risk assessments

ASADA's shared mission is to build trust with athletes, sports and fans alike to allow everyone the opportunity to compete on a level playing field. To this end, ASADA has actively engaged with a number of sporting bodies and major event organisers during 2018–19, including International Federations (IF), NSOs and institutes of sport. ASADA's enhanced engagement program critically informs its strategy, including how best to support athletes in making the right decisions, and how best to deliver education and prevention programs that work.

In 2018–19, ASADA created a new Sports Engagement Team to work with sporting bodies in meeting their compliance requirements. Compliance is a fundamental tool for ASADA to develop and maintain a strong anti-doping culture amongst NSOs. ASADA conducted intelligence-informed sport risk assessments to identify areas of improvement in relation to anti-doping, which were used to assist NSOs in building their anti-doping capabilities. Based on the findings of the assessments, engagement and education strategies were developed to underpin the enhanced Compliance Framework.

Performance measure 6

Link to ASADA Operating Model	Intelligence
Outcome	Achievement in delivering effective anti-doping intelligence and investigative functions
Measure	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.
Criterion Source	Portfolio Budget Statements (p. 261) Corporate Plan (p. 11)
Methodology	Annual stakeholder survey
Target	≥80% level of satisfaction
Result	MET

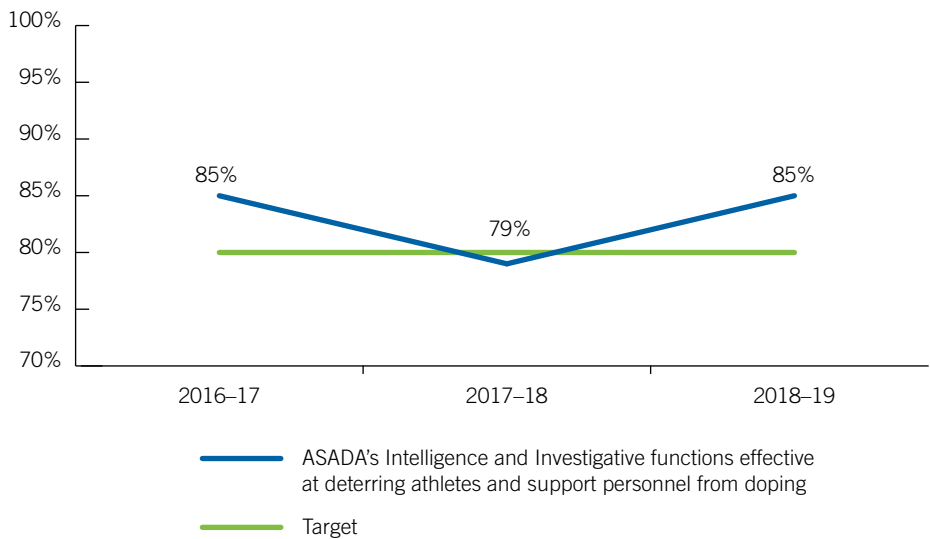
7 The rating of 'compliant' is based on ASADA's assessments of whether a sport is fully compliant, or adopting procedures in line with anti-doping requirements.

## Performance measure analysis

Of the NSOs, athletes and support personnel who responded to the *2019 Stakeholder Survey*, 85% rated ASADA's 'intelligence' and 'investigative' functions as effective at deterring athletes and support personnel from doping.

### Trend

*Figure 8: Trend Data: ASADA's 'intelligence' and 'investigative' functions effectiveness at deterring athletes and support personnel from doping*



### Strategic Assessment of Doping in Australian Sport

A *Strategic Assessment of Doping in Australian Sport* was undertaken by ASADA in 2017-18 to provide a clear holistic picture of doping in Australian sport. This has formed the basis of an informed, evidence-based and strategically driven approach to ASADA's anti-doping activities. The assessment reviewed more than 20 years of anti-doping information to inform future decision-making.

In 2018-19, ASADA used the strategic assessment for intelligence analysis and strategy development, and it was also included as a principal input for ASADA's testing prioritisation process.

## Performance measure 7

<b>Link to ASADA Operating Model</b>	<b>Engagement and Partnerships</b>
<b>Outcome</b>	Achievement in the demonstrated sharing of anti-doping intelligence with external stakeholders
<b>Measure</b>	Collecting and providing timely, high-quality intelligence and assessments that inform the picture of doping in Australia and overseas.
<b>Criterion Source</b>	Corporate Plan (p. 11)
<b>Methodology</b>	Feedback from external stakeholders and stakeholder survey
<b>Target</b>	80% level of client satisfaction with at least 12 intelligence reports provided to external stakeholders
<b>Result</b>	<b>MET</b>

## Performance measure analysis

Sporting organisations that responded to the *2019 Stakeholder Survey* identifying they had participated in the exchange of information with ASADA indicated the following:

- ◆ 94% rated the relevance of information received from ASADA as very good or good
- ◆ 91% rated the benefits, in terms of detection, of the information received from ASADA as very good or good.

In 2018–19, ASADA provided 27 intelligence reports.

### ASADA intelligence products

In 2018–19, ASADA disseminated 16 intelligence products to external stakeholders, including sporting bodies, state and federal government agencies, and international partners.

In addition, in an effort to open lines of communication and share information with sporting bodies, ASADA produced and distributed a monthly bulletin. In 2018–19, ASADA produced 11 editions.

The bulletin, designed to keep sporting bodies informed about current and emerging anti-doping issues affecting sport, also covered developments in the world of anti-doping science and how decisions in the international anti-doping space might impact us here in Australia.

A key goal of the bulletin was to be a conversation starter; a strategy to inform sporting bodies and to demystify the complex world of doping in sport.

# Performance measure 8

Link to ASADA Operating Model	Intelligence
Outcome	Achievement in intelligence-led anti-doping program
Measure	Number of total referrals to the testing program based on intelligence reports.
Criterion Source	Corporate Plan (p. 11)
Methodology	Intelligence referrals
Target	600 intelligence reports referred to testing
Result	NOT MET

## Performance measure analysis

Effective anti-doping programs are reliant on information from a broad array of sources and on the analysis of that information to create intelligence, which informs all manner of decision-making in ASADA. Intelligence shapes decisions around:

- ◆ which athletes to test, and when
- ◆ which sports are most at risk of doping
- ◆ what emerging substances pose a threat to athlete health and sport integrity.

In 2018–19, ASADA’s intelligence capability continued to inform ASADA’s operational areas and provided advice on:

- ◆ further targeted testing
- ◆ re-analysis of samples in long-term storage
- ◆ further information gathering
- ◆ assistance with governance
- ◆ education
- ◆ investigations.

In 2018–19, a total of 466 intelligence reports were referred to testing. Referrals consisted of:

- ◆ 263 Scientific Analysis Reports<sup>8</sup> (SAR)
- ◆ 203 tip-offs, social media reports, and external and internal notifications.

In 2018–19, to improve ASADA processes, ensuring they are more effective, efficient and accountable, ASADA implemented reporting changes that had an impact on the number of reported SARs and a reduction in external notifications.

8 Scientific Analysis Reports are derived from assessment of laboratory results and other scientific information.



The Athlete Biological Passport<sup>9</sup> (ABP) consists of two distinct modules, a steroidal passport<sup>10</sup> and a blood passport<sup>11</sup>. Previously, if both the steroid and blood passport for an athlete were assessed then two separate SARs were created. This process has now been refined so that both passports are combined into a single SAR for the athlete. This has resulted in a decreased number of SARs. Without this change, ASADA would have had an additional 57 referrals, taking the overall number of SARs to 320 and overall referrals to 523.

A reduction in the number of external notifications received by ASADA in 2018–19 also contributed to the reduction in overall referrals. This can be attributed to a reduction in the number of notifications received from the Australian Border Force (ABF). In 2018–19, ASADA continues to work with the ABF to refine and enhance the notification exchange process, including the out-posting of an ASADA staff member with ABF, ensuring that information sharing between ASADA and the ABF is optimised.

A significant number of referrals stemmed from the provision of confidential information to ASADA regarding doping, by ethical individuals concerned with doping, or through ASADA's partnership arrangements with other organisations, such as the ABF.

In 2018–19, ASADA's enhanced intelligence capability contributed to ASADA's testing program through the provision of strategic and operational intelligence products. The products directly inform the development of ASADA's test distribution plan by identifying areas of risk and trends within and across sports.

## Intelligence sharing

The abuse of performance and image enhancing drugs (PIED) is an issue that concerns a range of law enforcement agencies and regulators in Australia and internationally. ASADA has a number of information sharing agreements in place with organisations to facilitate the inter-agency sharing of information that is of mutual operational interest.

ASADA is committed to sharing intelligence with international partners to combat the global issue of use, trafficking and supply of PIEDs. This includes law enforcement and other NADOs.

In 2018–19, an enhanced focus on intelligence, increased resources and capability resulted in strengthening operational partnerships with ASADA's existing stakeholders:

- ◆ Australian Health Practitioner Regulation Agency (AHPRA)
- ◆ Australian Criminal Intelligence Commission (ACIC)
- ◆ Australian Border Force (ABF)
- ◆ Therapeutic Goods Administration (TGA)
- ◆ Australian Federal Police (AFP).

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9 An electronic record of an athlete's biological values that is developed over time from multiple collections of blood or urine samples.

10 The steroidal passport, introduced into the ASADA testing program in January 2014, aims to identify endogenous anabolic androgenic steroids when administered exogenously (not created by the human body) and other anabolic agents, such as selective androgen receptor modulators (SARMs).

11 The blood passport, introduced into the ASADA testing program in July 2012, aims to identify enhancement of oxygen transport, including use of erythropoiesis-stimulating agents and any form of blood transfusion or manipulation.

# Performance measure 9

Link to ASADA Operating Model	Intelligence
Outcome	Achievement in intelligence-led anti-doping program
Measure	Number of intelligence-led operational activities on high-risk athletes.
Criterion Source	Corporate Plan (p. 11)
Methodology	Intelligence data Testing data Education data
Target	≥90 intelligence-led operational activities carried out on high-risk athletes
Result	MET

## Performance measure analysis

ASADA carried out 128 intelligence-informed operational activities on high-risk athletes in 2018–19. This included:

- ◆ 57 tailored face-to-face education sessions completed on identified high-risk sports
- ◆ 71 Target Athlete Monitoring (TAM) cases created during the period.

### Face-to-face education

In 2018–19, ASADA delivered 57 face-to-face education sessions to athletes included in ASADA-identified high-risk sports. In preparing each of these presentations, the Education Team sought input from all operational business teams to understand the threats to each individual sport. This information enabled the Education Team to tailor each presentation to the needs of each audience.

A particular focus of the face-to-face sessions was to supplement awareness and ‘Food First’ messaging. The sessions included the use of actual off-the-shelf supplement bottles and the ASADA Clean Sport app to enable greater understanding of the risks athletes face with supplements.

On completion of each education session, feedback is sought. In 2018–19, 99% of respondents stated they felt better informed following the face-to-face session.

ASADA also used the experience of Intelligence and Investigations staff in presentations, drawing on the expertise within ASADA to co-present to certain groups.

## Target Athlete Monitoring

Athletes are allocated to the TAM program when assessed to have an increased risk of doping. The assessment may include review of biological variations in their ABP, review of changes in performance or ASADA receiving actionable intelligence.

Further actions in relation to athletes on the TAM may include additional laboratory analysis, additional targeted testing, review by external experts, or other operational responses, as deemed necessary. The risk of doping is reassessed throughout the process.

## Performance measure 10

<b>Link to ASADA Operating Model</b>	<b>Intelligence</b>
<b>Outcome</b>	Achievement in intelligence-led anti-doping program
<b>Measure</b>	Investment in intelligence leads to matters referred to investigations.
<b>Criterion Source</b>	Corporate Plan (p. 11)
<b>Methodology</b>	Adverse Analytical Findings Investigations
<b>Target</b>	15 intelligence-led products referred to investigations
<b>Result</b>	<b>MET</b>

## Performance measure analysis

There were 15 intelligence-informed referrals to investigations in 2018–19, consisting of:


- ◆ 11 Adverse Analytical Findings (AAF) (based on intelligence-informed testing)
- ◆ four information/intelligence reports (consisting of three external notifications and one tip off).

## Anti-doping testing program

Sample collection (also known as doping control or drug testing) is an essential part of detecting doping in sport. ASADA's testing program includes a combination of Government-funded and User-Pays arrangements<sup>12</sup>, and is supported by a scientific, intelligence and investigations-driven targeted test distribution plan.

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12 An arrangement where sporting bodies, state governments and international federations engage ASADA for a fee to carry out anti-doping testing on their athletes.



Testing is conducted in-competition and out-of-competition and is based on no-advance notice, which acts as a deterrent to athletes, who are subject to testing anytime, anywhere and without warning.

In 2018–19, ASADA conducted a total of 5,523 tests across 52 sports:

- ◆ 2,875 Government-funded tests (948 in-competition and 1,927 out-of-competition tests)
- ◆ 2,648 User-pays tests (832 in-competition and 1,816 out-of-competition tests).

## Adverse Analytical Findings

Science is a central component to an effective anti-doping program. ASADA's scientists contribute to inform all aspects of ASADA operations. Scientific expertise is crucial in the detection of athletes who use prohibited substances or methods to enhance their performance. ASADA's scientists guide research and collaborate with other anti-doping experts to remain aware of the latest research and advances in methods and practices that detect and deter the use of performance-enhancing drugs in sport.

Close collaboration between ASADA's scientists and WADA-accredited laboratories around the world is important to the implementation of a strong detection program. The detection of a prohibited substance in a sample collected from an athlete is known as an Adverse Analytical Finding (AAF).

AAFs related to 26 athletes were progressed to investigations. Some AAFs did not progress to investigations due to the athlete having a Therapeutic Use Exemption (TUE) or having used an allowed route of administration.

The selection of athletes for testing utilises multiple sources of intelligence. Of the 26 athletes with AAFs that progressed to investigations, 11 athletes were selected for testing based on specific intelligence received and assessed by the Intelligence Team and a further 10 athletes were selected for testing based on other risk factors.

## Performance measure 11

<b>Link to ASADA Operating Model</b>	<b>Intelligence</b>
<b>Outcome</b>	Achievement in compliance with investigations standards
<b>Measure</b>	Percentage of investigations conducted by ASADA are in compliance with the <i>Australian Government Investigations Standards</i> and <i>International Standard for Testing and Investigations</i> .
<b>Criterion Source</b>	Corporate Plan (p. 11)
<b>Methodology</b>	Notification of breaches of investigation standards through Tribunal decisions and/or ASADA legal identification
<b>Target</b>	≥90% of investigations comply with standards.
<b>Result</b>	<b>MET</b>

## Performance measure analysis

The ASADA Investigations Team conduct all investigations in accordance with the *ASADA Investigation Manual*, which accords with *Australian Government Investigation Standards* (AGIS) and WADA's *International Standard for Testing and Investigations* (ISTI).

In 2018–19, ASADA conducted 35 investigations, all in accordance with investigations standards.

ASADA received no notifications of breaches of investigation standards through Tribunal decisions and/or ASADA legal identification.

### Investigations

Traditionally, doping has been detected by testing blood and urine samples collected from an athlete to identify the presence of a prohibited substance. However, the presence of a prohibited substance is only one of 10 Anti-Doping Rule Violations (ADRV) listed in the World Anti-Doping Code. To prove the remaining nine ADRVs, a significant contribution through contemporary investigative methodologies is required. This, together with the increasing sophistication of doping, means that all ADRVs will increasingly be established through methods other than testing.

ASADA has investigative and intelligence capabilities to:

- ◆ obtain, assess and process anti-doping intelligence from all available sources to form the basis of an investigation into a possible doping violation
- ◆ investigate atypical findings and adverse passport findings
- ◆ investigate any other analytical or non-analytical information or intelligence that indicates a possible doping violation.

## Disclosure Notices

Under ASADA legislation, the CEO can issue a Disclosure Notice requiring an individual or entity to assist with an investigation. This notice can require that they:

- ◆ attend an interview to answer questions
- ◆ give information, and/or
- ◆ produce documents or things.

The CEO can only issue a Disclosure Notice if the CEO believes that the person has information, documents or things that may be relevant to the administration of the ASADA Regulations. Three members of the ADRVP must agree in writing that the CEO’s belief is reasonable.

Subsection 74(1) of the ASADA Act requires the CEO to report the following information relating to Disclosure Notices in its annual report.

ASADA’s CEO issued 33 Disclosure Notices to 11 individuals or entities in 2018–19.

## Performance measure 12

<b>Link to ASADA Operating Model</b>	<b>Intelligence</b>
<b>Outcome</b>	Achievement of anti-doping rule violation findings in tribunals
<b>Measure</b>	Percentage of investigations conducted by ASADA and referred to the ADRVP that result in a finding of an anti-doping rule violation.
<b>Criterion Source</b>	Corporate Plan (p. 11)
<b>Methodology</b>	ADRVP findings
<b>Target</b>	≥80% of ADRVP findings result in an anti-doping rule violation
<b>Result</b>	<b>MET</b>

## Performance measure analysis

100% of investigations matters that were referred to the ADRVP have resulted in a finding of an ADRV.

## Anti-Doping Rule Violation process

ASADA follows the principles set out under the World Anti-Doping Code and the National Anti-Doping (NAD) scheme to establish a process for the administration of potential ADRVs. The process generally includes:

- ◆ the issuing of 'show cause' notices
- ◆ reviews by the independent ADRVP
- ◆ a hearing before a sports tribunal
- ◆ the public disclosure of an ADRV.

### Show cause notices

When the ASADA CEO reaches a conclusion that a possible ADRV has occurred, the CEO is required under ASADA's legislative framework to put allegations (via a show cause notice) to an athlete or support person and invite them to respond. Generally, athletes and support people have 10 days to lodge a submission in response to the show cause notice. This information, along with the evidence collected by ASADA, is put to the ADRVP for initial consideration as to whether a possible ADRV has occurred.

If the ADRVP determines that a possible ADRV has occurred, the ASADA CEO will write to the athlete or support person and advise them that the ADRVP is proposing to make an assertion of a possible ADRV. The athlete or support person is generally provided with a further 10 days to lodge a submission in relation to the alleged assertion. This information, along with any further evidence collected by ASADA, is put to the ADRVP for a second time for final consideration as to whether to make an assertion against the athlete or support person.

Table 1: Show Cause Notices Issued in 2018–19

	2016–17	2017–18	2018–19
Athletes	33	31	19
Support personnel	0	0	0
<b>TOTAL</b>	<b>33</b>	<b>31</b>	<b>19</b>

## Anti-Doping Rule Violation Panel

The ADRVP decides whether it is satisfied that a possible ADRV has been committed and, if so, makes an assertion that there has been a possible violation by the athlete or support person.

In 2018–19, the ADRVP made assertions in relation to 22 people for a possible ADRV.

Table 2: Anti-Doping Rule Violation Panel assertions, by sport in 2018–19

Sport	2018–19
Athletics	3
Australian rules football	2
Basketball	1
BMX	1
Cycling	2
Football (soccer)	1
Mountain bike riding	1
Powerlifting	3
Rowing	1
Rugby league	3
Rugby union	3
Swimming	1
Triathlon	1
Wheelchair basketball	1
<b>TOTAL</b>	<b>22*</b>

\*Two athletes participated in multiple sports

## Anti-Doping Rule Violations

Where the ADRVP makes an assertion that a possible ADRV has been committed, the ASADA CEO notifies the sport, and the athlete or support person is given the opportunity to have a hearing before a sports tribunal. For most Australian sports, the relevant tribunal is the Court of Arbitration for Sport (CAS). The tribunal is responsible for finding whether an ADRV has actually been committed and for imposing any relevant sanction under the anti-doping policy of that sport. Athletes and support persons can waive their right to a hearing. In these cases, the sport will decide the appropriate sanction in accordance with its anti-doping policy. Athletes or support persons, ASADA, WADA, or an athlete's or support person's International Federation may be able to appeal the sports tribunal's decision to the Appeal Division of CAS.



Every athlete or support person notified of a possible ADRV is offered free access to an independent and confidential counselling service. Initiated by ASADA in 2011, the service is provided by Davidson Trahaire Corpsych, an independent organisation providing wellbeing and performance services to more than 2,000 organisations throughout the private, public and not-for-profit sectors.

## Public disclosures of ADRVs

Generally, ASADA will publicly disclose an anti-doping rule violation once a final determination has been made by the relevant sporting body, or a sports tribunal, and any appeal is concluded.

The following table lists matters publicly disclosed by ASADA in 2018–19. The number of matters does not always equate to the number of sanctions imposed by sports during the reporting period. This is because:

- ◆ matters may still be under appeal at the end of the reporting period, or
- ◆ matters may have started in the previous reporting period.

Table 3: Anti-Doping Rule Violations publicly announced in 2018–19

Sport	Rule Violation <sup>1</sup>	Substance/Method	Sanction <sup>2</sup>
Football (soccer)	Attempted use, Possession, and Use	Testosterone and Boldenone	Four years
Baseball	Presence and Use	D-Methamphetamine and its metabolite D-Amphetamine	Four years
Rugby league	Possession and Use	Clomifene citrate and Anastrozole	Two years
Rugby league	Presence	1,3-Dimethylbutylamine (DMBA)	Two years
Cycling	Attempted use, Attempted use (prohibited method), Possession and Use	Erythropoietin, Human Chorionic Gonadotrophin, Anastrozole, and Administration or reintroduction of any quantity of autologous red blood cell products	Two years (3 months suspended)
Cycling	Attempted use, Possession and Use	Clomifene citrate, and Anastrozole	Two years
Cycling	Attempted use, Attempted use (prohibited method), Possession, and Use	Erythropoietin, Clomifene citrate, Anastrozole, Testosterone Enantate, Testosterone Propionate, Mesterolone, Human Chorionic Gonadotrophin, Testosterone (Sustanon 250), Tetracosactide and Tetracosactrin, Tamoxifen citrate, DHEA, Vasopressin, and; Blood doping specifically the use of autologous red blood cell products, and Intravenous infusion of Vitamin C and a blood plasma infusion of more than 50ml per six hour period	Four years

Sport	Rule Violation <sup>1</sup>	Substance/Method	Sanction <sup>2</sup>
Rugby league	Refusal/failure to comply	-	Four years
BMX*	Presence and Use	Exogenous Testosterone, Androsterone, Etiocholanolone and 5 $\beta$ -androstane-3 $\alpha$ , and 17 $\beta$ -diol	Four years
Cycling*	Presence and Use	Exogenous Testosterone, Androsterone, Etiocholanolone and 5 $\beta$ -androstane-3 $\alpha$ , and 17 $\beta$ -diol	Four years
Powerlifting	Possession, Presence, and Use	Exogenous 19-Norandrosterone; 19-Noretiocholanolone (metabolites of Nandrolone, Norandrosterone or Norandrosterone diol); Nandrolone; Norandrosterone or Norandrosterone diol; Dehydroepiandrosterone	Four years
Rugby union	Presence and Use	Exogenous Androsterone, Etiocholanolone, 5 $\beta$ -androstane-3 $\alpha$ , 17 $\beta$ -diol, Testosterone, Androstenedione and Androstenediol	Four years
Powerlifting	Presence and Use	1,4-Dimethylpentylamine and Higenamine	Two years
Tennis	Presence	Benzoyllecgonine (a metabolite of Cocaine)	Two years
Powerlifting	Presence and Use	Ostarine; O-Dephenyl Ostarine	Four years
Volleyball	Presence and Use	1,4-Dimethylpentylamine and Higenamine	One year and six months
Basketball – wheelchair	Presence and Use	GW1516 sulfoxide; 1,4-Dimethylpentylamine, and Higenamine	Four years
Rugby league	Presence	Benzoyllecgonine	Two years
WADA-granted non disclosure <sup>3</sup>	N/A	N/A	N/A

1 'Use' means use of a banned substance or method. 'Presence' means that a banned substance (or its metabolites or markers) was found in a sample. 'Possession' means possession of a banned substance. 'Trafficking' means supplying a banned substance. 'Complicity' means knowing about or helping to carry out an anti-doping violation.

2 No athlete or other person who has been declared ineligible may participate in any capacity in a competition or activity (other than authorised anti-doping education or rehabilitation programs) authorised by any Signatory or in competitions authorised by any professional league or any international- or national-level event organisation.

3 WADA-granted a non disclosure: ASADA is unable to disclose details of this particular sanction

\* Same athlete.

# Performance measure 13

Link to ASADA Operating Model	Intelligence
Outcome	Achievement of anti-doping rule violation findings in tribunals
Measure	Percentage of cases conducted by ASADA in tribunals that result in a finding of an anti-doping rule violation.
Criterion Source	Portfolio Budget Statements (p. 261) Corporate Plan (p. 11)
Methodology	Independent tribunal findings
Target	≥80% of tribunal findings result in an anti-doping rule violation
Result	MET

## Performance measure analysis

All cases brought by ASADA and concluded during 2018–19 resulted in a finding of an ADRV.

During 2018–19, four tribunal decisions found that an ADRV was committed. The balance of matters that progressed through the ADRVP, except those where a hearing process is ongoing, involved the athlete either accepting the violation or waiving their right to a hearing.





03

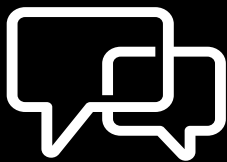
# 2018-19 STRATEGIC PRIORITIES

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## ENGAGEMENT AND PARTNERSHIPS



What  
**ASADA's**  
stakeholders  
said:



**89%** Satisfaction  
with ASADA's programs  
and services



**93%**  
Sports agree ASADA is  
professional in its  
dealings with them



**95%**  
Sports agree ASADA is  
responsive to their queries  
and concerns



**91%**

National  
Sporting Organisations  
compliant with anti-  
doping requirements

# ENGAGEMENT AND PARTNERSHIPS 2018–19 AT A GLANCE



**95%** Sports agree ASADA has established a relationship of trust with them



**95%** ASADA effective in assisting sports meet their anti-doping requirements



**96%** Sports agree ASADA cares about protecting the sport from doping



**98%** ASADA effective in ensuring anti-doping policies are current and reflect the World Anti-Doping Code and legislation



**92%** Sports have a good or very good understanding of their roles and responsibilities under current anti-doping requirements



**97%** ASADA effective in explaining changes to policies, procedures and processes to sport



## Athlete Advisory Group

The Australian Sports Anti-Doping Authority (ASADA) is committed to integrating the athletes' voice into all aspects of the organisation's operations.

ASADA's shared mission is to build trust with athletes, sporting bodies and fans alike to allow everyone the opportunity to compete on a level playing field. Whilst the agency is enhancing its information exchanges with sporting bodies and athletes through stronger, more regular engagement and more frequent, innovative and targeted education, it has identified the benefits of establishing an Athlete Advisory Group (AAG).

The AAG provides opportunities for athletes to contribute meaningfully to the fight against doping. It is made up of clean athletes and athletes who have doped in pursuit of their goals in sport. Each member of the AAG offers the agency valuable information about how they responded to their environment and how athletes in similar circumstances can be helped to avoid the risk and/or temptation to dope. By engaging athletes, ASADA can develop informed strategies to combat doping in sport.



The AAG was launched in May 2019 and is made up of the following current and former athletes:

- ◆ **Alicia Quirk:** Olympic gold medallist in 7s rugby at the Rio Olympics
- ◆ **Bronwyn Thompson:** Commonwealth Games gold medallist in long jump, Commonwealth and Australian record holder
- ◆ **Chloe Esposito:** Olympic gold medallist in the modern pentathlon
- ◆ **Chris Bond:** Two-time Paralympic gold medallist in wheelchair rugby
- ◆ **Katrina Fanning:** 26 tests for the Australian Women's Rugby League Team, Chair of the ARL Indigenous Council and Canberra Raiders board member
- ◆ **Michael Gallagher:** Paralympic gold medallist at the 2008 and 2012 games—tested positive to EPO in Italy in July 2016 and was disqualified from competing at the Rio Paralympics
- ◆ **Petria Thomas:** Three-time Olympic swimming gold medallist, Gymnastics Australia General Manager High Performance
- ◆ **Tom Symonds:** Former Sydney Roosters and Manly Sea Eagles NRL player.

*Figure 9: Petria Thomas speaks to media at the launch of the Athlete Advisory Group (May 2019)*



Women's rugby league legend and Chair of the Australian Rugby League Indigenous Council Katrina Fanning in joining the group stated: *"For me, sport's one of the greatest things that I've had an opportunity to do. I think Australia holds a very special place in our communities and it's important to me that these pathways are healthy and that the playing field is as level as it can be."*

*"It's important to hear from people at the centrepiece of our sports sector; our athletes. We expect a lot out of them; they perform at a high level, they work very hard, it's important to make sure that in areas like anti-doping that their voice is heard."*

*"It's important that they can be assured that the processes are fair and when they are competing and winning those medals, championships and premierships that they know that they have done it fairly and when they've had other results, that their best result is a fair and just one."*

Long jumper Bronwyn Thompson, who finished fourth at the Olympics behind three Russian athletes who tested positive to steroids after the event, said she is keen to help make it a level playing field for all. *"I'm inspired to contribute to ASADA to make sure that other athletes in the future don't go through what I have,"*

Dual Paralympic wheelchair rugby gold medallist Chris Bond joined the AAG to make sure Paralympic athletes' views are considered. *"I wanted there to be a representative of Paralympic athletes when it comes to sport integrity."*

*"I believe Paralympic athletes have unique issues which need to be addressed and I want to make sure our voice is heard. I want to make a real difference."*

Former National Rugby League player Tom Symonds said he was excited to contribute *"in shaping the new direction in ASADA. As a current Rugby League Players Association member I hope to work with athletes and get some more buy-in from them."*

Australian women's rugby 7s Olympic gold medallist Alicia Quirk said she's passionate about having a clean and level playing field in sport. *"As athletes, we're the biggest stakeholders in sport, and I feel it's important that we have a voice and opinion, that we make informed decisions, and make sure sport is nice and clean and fair."*

The intent is for the AAG to meet four times a year.

## Collaborative Partnership Agreement with University of Canberra

A Collaborative Partnership Agreement (the partnership) announced in 2018–19 between ASADA and the University of Canberra (UC) saw opportunities for both organisations to work on a range of projects related to science, education, innovation, technology, intelligence, communications and leadership.

The first stage of the partnership saw the placement of a UC student with the ASADA Science Team, working under the direction of ASADA's Chief Science Officer. The placement allowed ASADA to leverage off UC's desire to advance a priority project, while providing the student exposure to ASADA's operating environment, Australia's sports integrity landscape and broader experience within government.

Under the partnership, ASADA coordinated two conferences themed around leadership in sport and a series of complementary workshops. The conferences covered a range of topics, including:

- ◆ athlete engagement and education
- ◆ science and medicine
- ◆ intelligence and investigations
- ◆ athlete wellbeing.

The conferences saw leaders in sport, research, law enforcement, intelligence and integrity come together with the intent to positively influence Australia's sports integrity partnerships, systems and governance, now and into the future.

ASADA has a strong focus on working with athletes and sporting bodies through partnerships and education programs. The partnership with UC (with its sporting presence and health-aligned courses) was a further example of ASADA's commitment to partnerships for the ultimate benefit of Australia's sporting community.





*Figure 10: UC Vice-Chancellor and President, Professor Deep Saini and ASADA CEO, David Sharpe signing the Collaborative Partnership Agreement (January 2019)*



## UC student placement—a partnership with mutual benefits

Part of the Collaborative Partnership Agreement between ASADA and UC saw an opportunity for the professional placement of UC students in ASADA. The first of such placements was within ASADA's Science Team, with the engagement of a third-year Applied Science in Forensic Studies student.

Guided by ASADA's Science Team, the 15-week professional placement focused on building a substance database for the agency. It was an interesting mix of science and enforcement, and has given the student expertise in relation to key issues involved in anti-doping science. For ASADA, it was an opportunity to partner with a leading research organisation to the benefit of an anti-doping project.

## Leadership in Sport conference—the athletes' voice

In collaboration with the National Integrity of Sport Unit (NISU) and the University of Canberra (UC), ASADA co-hosted the *Leadership in Sport Conference—The Athletes' Voice, Finding the Balance* in Canberra on 6-7 May 2019. The conference focused on the issues faced by athletes in seeking greater influence into the running of their sport.

The conference brought together more than 120 representatives from over 40 national sports to exchange meaningful ideas on this important global movement. Through the conference it was the hosts' intention to foster an environment where the importance of athlete engagement and involvement across all areas of sport could be freely discussed.

*Figure 11: Leadership in Sport special guests (May 2019)*



One of the issues discussed was the call for greater athlete representation on key bodies that directly impact on athletes. There was also discussion about the liberalisation of commercial opportunities for athletes at the Olympic Games, and greater athlete input into anti-doping reform.

Keynote speaker, Canadian Olympic gold medallist Beckie Scott, who is also Chair of the World Anti-Doping Agency's Athlete Committee, has been a long-time advocate for athletes having a greater say in the running of their sport. Beckie said in her address: "Nobody cares more than athletes; nobody has more to lose, yet often we are met with fear, resistance, viewed as a threat, and sometimes, we're outrightly rejected, like we're dark forces that are threatening sport. I urge you—athletes are your greatest assets."

Also speaking at the conference was the Director General of the Global Athlete organisation, Rob Koehler. Global Athlete is a movement by athletes, for athletes, aiming to collectively inspire and drive change across the world of sport. Mr Koehler stated to the audience: "If you bring athletes along with you and make them part of the decision-making process, you will grow your sport. Athletes are invested; they want to see your sport grow."

Day one of the conference concluded with a debate hosted by Australian Broadcasting Corporation's Tracey Holmes. The topic of the debate was: *Community standards versus sporting standards: Are the expectations on athletes too high?*



The second day of the conference included three workshops:

- ◆ *Athlete education and engagement: The different approaches*
- ◆ *Athlete wellbeing: External pressures on athletes*
- ◆ *Science and medicine: Illicit substances in sport.*

At the conclusion of the conference, attendees responding to the conference survey believed more should be done to support athletes in raising their voice in sport. It was also identified that athletes should be given more opportunities to engage in the decisions of sport, and that there is room for organisations to gain the trust of their athletes through greater transparency.

The conference provided a platform for athletes, sporting organisations, governments and others to learn from each other, exchange views, identify emerging issues and pave the way for the future as threats to sports integrity are tackled together. The conference provided ASADA with learning opportunities in how to effectively use its own Athlete Advisory Group so it can tailor its messages, education and future anti-doping strategies.

The next Leadership in Sport conference is planned for 28–29 November 2019 and will focus on event security, intelligence and legal matters.

*Figure 12: Leadership in Sport conference early morning networking (May 2019)*



Figure 13: Conference keynote speaker Beckie Scott, Olympic gold medallist and Chair of the WADA Athlete Committee (May 2019)



Figure 14: Athletes' panel making their voices heard at the Leadership in Sport conference (May 2019)





*Figure 15: Katrina Fanning, Chairperson of the Australian Rugby League Indigenous Council and Canberra Raiders Board Director shares insights on the athletes' panel (May 2019)*



*Figure 16: Government and Sports Administrators' panel (May 2019)*



*Figure 17: Athletes and sport administrators listen on during the Leadership in Sport conference (May 2019)*



## The ‘first face’ of ASADA

ASADA Field Staff (comprising Doping Control Officers (DCO) and Chaperones) play important roles in the work of ASADA. They are the ‘first face’ of ASADA and its engagement with athletes and sports. Field Staff also play a key role in building awareness of the work ASADA does. ASADA's presence in itself can be a deterrent to doping, and Field Staff often answer athletes' questions about ASADA's work.

Building on the momentum of ASADA's successful anti-doping program at the 2018 Commonwealth Games on the Gold Coast, ASADA brought together the DCO group for their annual conference in October 2018. There were two main themes of the conference:

- ◆ working effectively in small teams
- ◆ enhancing the information gathering capability of Field Staff.

An important element of the annual DCO conference is the reaccreditation of Field Staff. Attendance and active participation in the conference, combined with ongoing field observations and theory work, are used to reaccredit staff in accordance with World Anti-Doping Agency requirements.

Figure 18: DCO conference (October 2018)



A new structure will be introduced in the second half of 2019 where four new State Manager Doping Control positions will be established, which increases ASADA's investment in its field operations area. The primary focus of these roles will be to:

- ◆ provide focused leadership support to Field Staff
- ◆ enhance their capability through ongoing training
- ◆ develop and manage the effective quality assurance of the doping control process.

In addition to their domestic work, ASADA's Field Staff had the opportunity to support international events during 2018–19, including:

- ◆ In July 2018, ASADA's Education, Field Operations and Sport Operations staff attended the Oceania Weightlifting Championships in New Caledonia. Working closely with the International Weightlifting Federation (IWF) and the Oceania Regional Anti-Doping Organisation (ORADO), ASADA managed a comprehensive testing, education and awareness program for the event. For some of the international competitors, it was the first time they had been involved in doping control, and for the Australian competitors it was a reminder that ASADA can test them anywhere, any time.
- ◆ ASADA was approached by ORADO and Drug Free Sport New Zealand to provide support for the IWF Junior World Championships held in Fiji in June 2019. To support the event, ASADA sent one of its most senior DCOs to Fiji for 10 days. Their role was to mentor and train the local doping control staff as they conducted the testing program. This was another example of ASADA's efforts to strengthen the anti-doping capabilities of its global partners.

## International engagement

ASADA and the Australian Government is committed to working in partnership with Regional Anti-Doping Organisations (RADO) and National Anti-Doping Organisations (NADO) to assist in the development of anti-doping programs aimed at ‘closing the gap’ between varying international capabilities.

### Multilateral collaborations

- ◆ In partnership with the World Anti-Doping Agency (WADA), ASADA:
  - delivered programs in the Oceania and Asian regions for coordinating the engagement and development of NADO capabilities through the respective RADOs
  - co-developed the online *Parents’ Guide to Clean Sport*
  - enhanced the virtual reality (VR) education program into app form for greater stability and wider use.
- ◆ ASADA co-chaired the International Anti-Doping Arrangement (IADA)<sup>13</sup> meeting on the Gold Coast in October 2018. Participants at the IADA meeting included representatives from Australia, Canada, Denmark, Finland, Japan, Netherlands, New Zealand, Norway, Sweden and the United Kingdom.
- ◆ NADO leaders met in Oslo (Norway) to review positive progress on key anti-doping issues while reaffirming the need to restore athlete confidence and strengthen the future of the anti-doping movement. At the meeting, leaders met with Minister Witold Bańka in his first formal engagement since his nomination for the position of WADA President.

Figure 19: NADO Leaders summit in Oslo, Norway (June 2019)



13 IADA facilitates the harmonisation of high-quality domestic programs of the participating governments and organisations. Through continuous improvement and by example of good practice, IADA intends to positively influence the international sporting community.

- ◆ ASADA Intelligence continued to liaise with NADOs to ensure intelligence-informed testing processes occur at international sporting events hosted in Australia (as per the 2018 International Triathlon Union World Triathlon Grand Final held on the Gold Coast).

International cooperation and engagement is integral to the pursuit of clean sport globally and is a key element of ASADA's strategic vision. In 2018–19, ASADA engaged with a number of countries and anti-doping bodies to further the anti-doping cause for Australian athletes and the broader sporting community:

## AUSTRIA

- ◆ The National Anti-Doping Agency Austria (NADA Austria) and ASADA negotiated an agreement to share education resources and reduce duplication in providing education to athletes and support persons. As a result, NADA Austria will translate and use ASADA's eLearning resources and assist ASADA to develop other education materials. ASADA agreed to prepare a Memorandum of Understanding focusing on the sharing of resources and reducing duplication.

## INDIA

- ◆ ASADA continued to assist the Indian National Anti-Doping Agency (NADA) to bolster their anti-doping capabilities and commenced negotiations for a formal extension of a Memorandum of Understanding.

## IRELAND

- ◆ ASADA shared its 'ethical decision-making' education resources with Sport Ireland.

## NEW ZEALAND

- ◆ ASADA and Drug Free Sport New Zealand (DFSNZ) have formalised an ongoing relationship to continue working collaboratively on a range of anti-doping issues. The agencies met in Australia to discuss new ways to support clean athletes, and detect and deter doping in the region. The meeting focused on the sharing of key trends, outcomes and challenges across education, intelligence, investigations and testing operations.
- ◆ ASADA provided scientific support to DFSNZ during a period of staff transition for the New Zealand agency.
- ◆ ASADA supported DFSNZ in the development of their own VR doping control experience.



## NORWAY

- ◆ ASADA staff met with the Nordic Athlete Passport Management Unit (APMU) and gave a presentation on ASADA's program at the 2018 Commonwealth Games. The exchange of information and experiences with the Nordic APMU helped inform the setup of an Oceania APMU.

*Figure 20: ASADA's Science Officer, Edwin Castillo (centre), with the Nordic APMU (November 2018)*



## QATAR

- ◆ ASADA provided its VR education program to the Qatar Anti-Doping Commission for use at the IAAF Asian Athletics Championships.

## RUSSIA

- ◆ ASADA provided information on ASADA's 'Presenter' training model to the Russian Anti-Doping Agency (RUSADA) at their request.

## SOUTH AFRICA

- ◆ ASADA provided its education presenter manual, school lesson plans and VR education program to the South African Institute for Drug-Free Sport (SAIDS).

## SOUTH KOREA

- ◆ Officials from the Korea Anti-Doping Agency (KADA) visited ASADA to share knowledge and experience in relation to education, intelligence, investigations, sport operations, science and testing functions.
- ◆ ASADA presented at a two-day conference in South Korea at the request of KADA. The presentations focused on ASADA's investigations processes and APMU.

*Figure 21: Korea Anti-Doping Agency visit to ASADA (October 2018)*



*Figure 22: ASADA's Dr Naomi Speers presents to the Anti-Doping Seminar in Asia (June 2019)*



Figure 23: APMU meeting in South Korea (June 2019)



## SRI LANKA

- ◆ ASADA has signed a four-year Memorandum of Understanding with Sri Lanka to develop the Sri Lankan Anti-Doping Agency's (SLADA) capabilities by sharing knowledge and experience in relation to its functions.
- ◆ SLADA officials attended ASADA's Doping Control Officer conference, and engaged with the agency more broadly during the visit to Australia (October 2018).
- ◆ ASADA provided corporate information to SLADA (consisting of its annual report, corporate plan and copies of the *ASADA Bulletin*) to further assist them with their anti-doping knowledge base.
- ◆ ASADA provided SLADA with its experiences in developing the ASADA Clean Sport app, which will be used in their own app development.



## SWEDEN

- ◆ ASADA provided its VR education program to the Swedish Sports Confederation for use at the Biathlon World Championships.

*Figure 24: ASADA's VR education program in Sweden*



## UK

- ◆ UK Anti-Doping (UKAD) co-developed a video for the ASADA Level 2 course on the importance of reporting doping.

## USA

- ◆ ASADA collaborated with the US Anti-Doping Agency on health effects videos, testing missions and broader anti-doping capabilities.

ASADA's multilateral collaborations have provided a significant benefit to the organisation by increasing its influence on the world anti-doping stage. In addition, these collaborations have allowed ASADA to enhance its own capabilities through exposure to a broader range of anti-doping strategies.

## Strengthening global anti-doping capabilities

In June 2018, ASADA signed a Memorandum of Understanding with the Sri Lankan Anti-Doping Agency (SLADA). ASADA agreed to identify appropriate opportunities to develop SLADA's capabilities by sharing knowledge and experience in relation to its education, intelligence, investigations, legal, science and testing functions.

In October 2018, SLADA officials travelled to Australia to visit ASADA and to attend the ASADA Doping Control Officer conference. The attendance of SLADA provided a valuable opportunity to engage and share ideas with directors and staff from ASADA.

ASADA continued to engage with SLADA throughout 2018–19 to ascertain how both organisations could work together to create a positive impact on SLADA's operations.

*Figure 25: SLADA representatives meet with ASADA in Canberra (October 2018)*



# Being a global partner

Figure 26: JADA representatives with ASADA Field Staff at the ASADA DCO conference (October 2018)



Figure 27: David Sharpe and Canadian Centre for Ethics in Sport's Chief Operating Officer, Doug McQuarrie meet with UKAD Athlete Commission representative, Ali Jawad (October 2018)



*Figure 28: ASADA's Darren Mullaly with United States Anti-Doping Agency's UFC & Premier Sports Director, Gabe Baida (February 2019)*



*Figure 29: Japan Sports Council's visit to ASADA (March 2019)*





*Figure 30: International Cricket Council's Martin Vertigen with David Sharpe and Darren Mullaly (April 2019)*



*Figure 31: WADA's Director, Program Development and NADO/RADO Relations, Tom May (centre) meets with ASADA's Senior Leadership Group (May 2019)*



## Partners in science

The introduction of a new World Anti-Doping Agency (WADA) technical document relating to Athlete Passport Management Units (APMU) offered an exciting opportunity to build new international partnerships amongst anti-doping allies.

APMUs are primarily responsible for the management of Athlete Biological Passports (ABP), which are a central component in any leading anti-doping program. From 1 January 2020, WADA will implement a new technical document requiring APMUs to be approved by WADA and be centred around a laboratory.

ASADA used the change to further enhance collaboration in this area. The Australian Sports Drug Testing Laboratory (ASDTL) within the National Measurement Institute, Drug Free Sport New Zealand (DFSNZ) and ASADA partnered to establish a joint APMU during the reporting period. Through the joint venture, scientists from each organisation will review ABPs in collaboration, taking advantage of the different expertise each member can bring to the table.

There is already a general understanding that strong partnerships between laboratories and anti-doping organisations are invaluable to an effective anti-doping system. What the new APMU partnership did was to build upon this existing arrangement and provide ASADA and DFSNZ with greater access to the high level of analytical expertise in ASDTL. It also provided ASDTL with greater insight into the challenges faced by anti-doping organisations and enabled an effective targeting of resources.

Such is the strength of this new partnership, the Korea Anti-Doping Agency (KADA) is intending to use the new APMU for the review of their ABPs. This is clear evidence that the collaboration is contributing to building global capability and so levelling the international playing field for athletes.

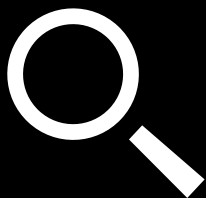
In May 2019, scientists from DFSNZ, KADA, ASDTL and ASADA, as well as other experts in the field, gathered for a three-day workshop to share technical knowledge and as an opportunity to learn from the expertise and experience of others. The workshop also led to the development of agreed processes that will foster effective communication and collaboration within the group.

Following on from the May workshop, scientists from ASADA, DFSNZ and ASDTL travelled to KADA in June 2018 to further develop the partnership. The trip had the added benefit of sharing the expertise and experience of the joint APMU with other Asian anti-doping organisations.

*Figure 32: DFSNZ, KADA, ASDTL and ASADA representatives, APMU three-day workshop (May 2019)*



# INTELLIGENCE 2018–19 AT A GLANCE



What  
**ASADA's**  
stakeholders  
said:



**89%**

Satisfaction with  
ASADA's programs  
and services



**85%**

ASADA's intelligence  
and investigative  
functions are effective  
at deterring athletes  
and support personnel  
from doping

**5523**



**Total anti-doping tests  
across 52 sports**



# INTELLIGENCE

## 2018–19 AT A GLANCE



**80%**

Sports confident that ASADA's activities maximise doping detection



**97%**

Athletes and support personnel would definitely, probably or possibly report doping behaviour



**94%**

Sports exchanging information with ASADA rate the relevance of information received from ASADA as good or very good



**88%**

Sports agree ASADA's processes, actions and decisions are underpinned by evidence



**99%**

Respondents felt better informed following targeted tailored education<sup>14</sup>



**51%**

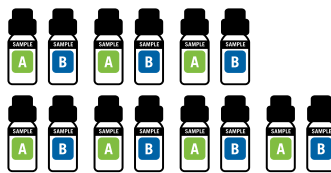
Sports exchanged information and intelligence with ASADA to help improve detection

<sup>14</sup> Face-to-face education survey respondents (separate to 2019 Stakeholder Survey results).



2018–19

# 5523



## Total anti-doping tests across 52 sports

### Testing

- ◆ 2,875 Government-funded tests across 44 sports
- ◆ 2,648 User-pays tests across 20 sports
- ◆ Government-funded tests (948 in-competition + 1,927 out-of-competition tests)
- ◆ User-pays tests (832 in-competition + 1,816 out-of-competition tests)
- ◆ 486 Government-funded tests conducted overseas
- ◆ 51 tests by ASADA on foreign athletes training and competing in Australia

### Science

- ◆ 34 athletes tested by ASADA returned an Adverse Analytical Finding (8 were covered by a TUE, or used an allowed route of administration and 1 TUE application remained under consideration<sup>14</sup> + 25 athletes were progressed as possible violations).
- ◆ 107 samples were selected for IRMS analysis (1 resulted in an Adverse Analytical Finding)
- ◆ 589 long-term storage samples were re-analysed<sup>15</sup>

2018–19

# 349



## Total samples added to long-term storage facility

(319 urine samples + 30 blood samples)

<sup>14</sup> The AAF did not progress as a potential anti-doping rule violation.

<sup>15</sup> The process of evaluating the results of reanalysis remained ongoing as at 30 June 2019.

## Intelligence

- ◆ 16 intelligence products disseminated by ASADA to external stakeholders<sup>16</sup>
- ◆ 11 anti-doping bulletins distributed to external stakeholders
- ◆ 466 intelligence reports (263 Scientific Analysis Reports + 203 tip-offs, social media reports and external and internal notifications).

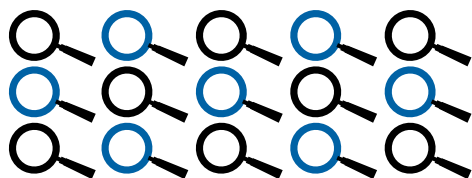


# 128

2018–19

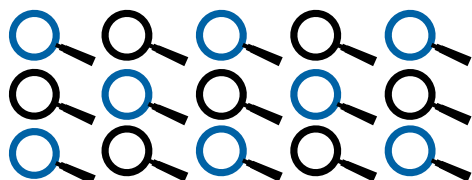
**intelligence-informed  
operational activities  
on high-risk athletes  
and sports**

2018–19



# 35

**ASADA Investigations**



## Investigations

- ◆ 35 investigations conducted by ASADA (28 came from an Adverse Analytical Finding)
- ◆ 25 investigation cases remained active at 30 June 2019
- ◆ 15 intelligence-informed referrals to investigations (11 Adverse Analytical Findings + 4 information/intelligence reports)
- ◆ 33 Disclosure Notices issued to 11 individuals or entities

## Enforcement

- ◆ 19 show cause notices issued across 14 sports
- ◆ 22 Anti-Doping Rule Violation Panel assertions across 14 sports
- ◆ 18 sport bans publicly disclosed across 10 sports



# 16

**Sanctions**

**IMPOSED ACROSS 11 SPORTS**

2018–19

<sup>16</sup> Including sporting bodies, state and federal government agencies, and international partners.

## ASADA's intelligence-informed sport risk assessments

The World Anti-Doping Code (Article 5.8) requires anti-doping organisations to have an intelligence capability that obtains, assesses and processes anti-doping intelligence from all available sources, which can then be used to help deter and detect doping.

In support of the World Anti-Doping Code, ASADA continues to recognise that intelligence is critical to the future viability of anti-doping and has entrenched this function as a fundamental strategic priority for ASADA's operations. By working mutually with ASADA's other strategic priorities, a world-leading anti-doping intelligence capability can better inform the full spectrum of ASADA capabilities, from testing and investigations to education, policy and strategic direction.

ASADA has an operational environment that constantly varies in tempo, therefore, prioritisation of anti-doping activities becomes an essential value-adding activity within the organisation. Intelligence and risk analyses have become key tools and strategies to prioritise resources and activities (such as testing and education activities) in support of achieving ASADA Outcome and Purpose.

The inaugural *ASADA Strategic Intelligence Assessment* (2018) provided a baseline for future intelligence analysis and strategy development, as well as a principal input to ASADA's prioritisation process. Since the initial assessment, ASADA has refined the risk assessment process, which helps to direct resources more effectively, from grassroots to the elite levels of sport. In 2018, ASADA established a new Compliance Model with a robust Sport Risk Assessment process. This assessment considers a set of risk criteria, including the reputational damage of doping, the history of doping in the sport and the performance effect of doping.

Intelligence has become a central element of ASADA's business. It highlights emerging threats and opportunities, ensuring ASADA applies appropriate treatments to minimise the risk of doping. By leveraging off a well-developed domestic and international intelligence network to target the high-level facilitators and suppliers of doping, ASADA works to ensure dangerous substances are kept out of sport and away from athletes.

## Intelligence-informed testing at the ITU World Triathlon

In September 2018, ASADA partnered with the International Triathlon Union (ITU) and Triathlon Australia to deliver a comprehensive anti-doping program at the ITU World Triathlon Grand Final on the Gold Coast.

ASADA established an Operations Centre on the Gold Coast from 7 to 16 September, which was responsible for a number of activities, including test planning, intelligence collection and analysis, whereabouts, education outreach and sample collection.

This was an example of an extensive collaboration between an International Federation and ASADA to further anti-doping capability. The comprehensive testing and education program was a success, receiving positive feedback.

Figure 33: Para triathletes at the ASADA Education stand at the ITU Grand Final (September 2018)



Figure 34: VR education program at the ITU Grand Final (September 2018)



Figure 35: ASADA outreach stand at the ITU Grand Final (September 2018)



## Multinational anti-doping data conference

In October 2018, approximately 20 international representatives from government and National Anti-Doping Organisations (NADO) attended the first multinational Anti-Doping Data Conference on the Gold Coast.

The conference emphasised how anti-doping organisations can collectively use the information they have access to, with advances in modern technologies (such as machine learning), to improve both their targeting of mission testing and the detection of suspicious behaviour patterns by non-analytical means.

Attendees at the conference heard from subject matter experts on the use of data analytics and machine learning, and participated in a workshop.

The Australian Criminal Intelligence Commission's (ACIC) Sports Betting Intelligence Unit presented at the conference, outlining the global collaborative network of law enforcement and industry partners, using data analytics to identify suspicious patterns in betting globally. This was followed by a representative from a sporting body who described their use of data analytics, incorporating social media analysis, to identify athlete integrity issues.

ASADA's Chief Information Officer and Director Intelligence presented on what the future holds for ASADA's data analytics and intelligence capabilities, highlighting the opportunity to work collaboratively, both nationally and internationally, on aspects of the strategies.

The interactive workshop component focused on what work is currently happening globally by NADOs in the data and machine learning space, how data can be used to improve anti-doping outcomes in sport, and how roadblocks that could inhibit the effective and efficient use of this data can be overcome. Working with partners in the private and public sectors, agency secondments and regular networking to set data standards were highlighted as ways to improve the use of data. Open discussion around resource constraints, legislative issues and the availability of suitable ICT programs and personnel expertise were highlighted as some of the roadblocks.

The conference was seen as a significant step forward, with multiple NADOs reaching out to engage further on a data management framework.

*Figure 36: ACIC Sports Betting Intelligence Unit representative, Damien Voltz presents to the data conference (October 2018)*







# EDUCATION & AWARENESS

## 2018–19 AT A GLANCE



What **ASADA's** stakeholders said: **EDUCATION**

**89%**

Satisfaction with ASADA's programs and services



**99%**

Participants<sup>18</sup> felt better informed about anti-doping and how to avoid inadvertent doping



**93%**

Level 1 course respondents learnt new things about anti-doping



**87%**

Level 1 course respondents found content relevant to their needs

<sup>18</sup> Face-to-face education survey respondents (separate to 2019 Stakeholder Survey results).



# 30,031 CORE PRODUCTS

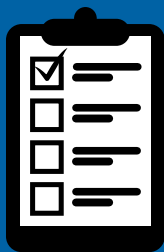
**DELIVERED**

# EDUCATION & AWARENESS

## 2018–19 AT A GLANCE

**91%**

Level 1 course respondents found activities aided their learning



**91%**

Awareness of anti-doping rights and responsibilities



**94%**

Satisfaction with the Global Dro resource



**94%**

Satisfaction with the accessibility of ASADA's e-Learning courses

**89%**

Athletes agree that education minimised their risk of accidental doping



**96%**

Satisfaction that ASADA e-Learning highlights harms and risks of doping



**91%**

Satisfaction with the ASADA Clean Sport app



**91%**

Satisfaction that ASADA e-Learning courses were delivered efficiently



**89%**

Satisfaction that the ASADA Clean Sport app provides good advice on the use of supplements

**95%**

Satisfaction that ASADA e-Learning courses provided correct and current information



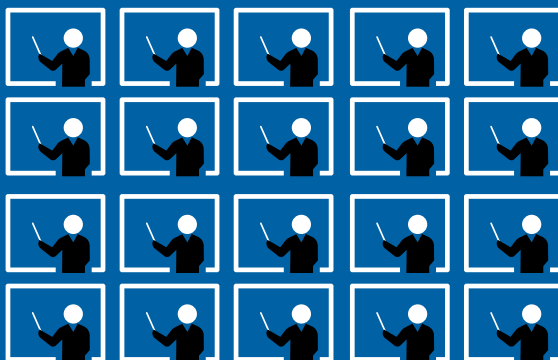
**91%**

Satisfaction that the ASADA Clean Sport app is an effective tool



2018–19

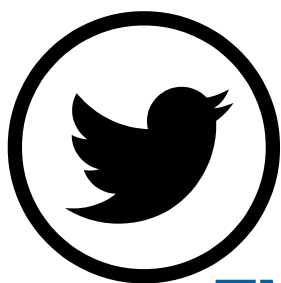
# 110



**Face-to-face presentations  
to more than 4,000 attendees**  
(114% increase on 2017–18)

## Education

- ◆ Platinum and Gold prizes at the 2018 Australian LearnX Impact Awards
- ◆ Silver Award at the 2019 LearnX Live! Awards
- ◆ 95,000 People accessed online anti-doping learning since 2010
- ◆ 30,031 Core education products delivered
- ◆ 25,920 Completions of the Level 1 and Level 2 online modules (25% increase on 2017–18)
- ◆ 110 Face-to-face presentations to more than 4,000 attendees (114% increase on 2017–18)
- ◆ 60 Education sessions delivered by Clean Sport Educators
- ◆ 16 Outreach Education and Awareness stands (a 220% increase on 2017–18)
- ◆ 3 Professional development programs delivered to 44 teachers
- ◆ 13 Face-to-face presentations delivered to students across Australia
- ◆ 34 Tailored education resources created for 9 sports (22 produced for high-risk sports)
- ◆ 11,826 completions of Level 2 online course
- ◆ 413,015 Global Dro online substance searches
- ◆ 12,509 downloads of the ASADA Clean Sport app in 2018–19 (112% increase on 2017–18)




2018–19  
**417**  
**TWEETS**  
**604,700**  
**Impressions**

### Awareness

- ◆ 3,044 Newspaper items
- ◆ 24,366 Online media mentions
- ◆ 9,855 TV mentions
- ◆ 10,270 radio mentions
- ◆ 717,269 Website page views from 228,937 users
- ◆ 6,000 Twitter followers
- ◆ 417 Tweets with 604,700 impressions
- ◆ 698 Facebook page likes
- ◆ 840 New Facebook followers
- ◆ 56,813 Facebook post engagement
- ◆ 349,684 Facebook post reach
- ◆ 231 Instagram followers

2018–19  
**24,592**  
**CLEAN FREAK**  
**VIDEO VIEWS**



What  
**ASADA's**  
 stakeholders  
 said: **AWARENESS**

**90%**

Satisfaction  
 with the ASADA  
 website



**90%**

Satisfaction  
 with the ease of  
 understanding  
 the information  
 on the website



**90%**

Satisfaction with  
 the relevance of  
 website content



**86%**

Satisfaction  
 with the ease of  
 finding specific  
 information on  
 the website



**83%**

Satisfaction with  
 ASADA's social  
 media platforms

**84%**

Satisfaction that  
 the social media  
 platforms are  
 informative



**82%**

Satisfaction that  
 the social media  
 platforms are  
 engaging



**86%**

Satisfaction  
 that the social  
 media platforms  
 provide correct  
 and current  
 information

## Clean Sport Educators

A new team of elite, current and former Australian athletes were engaged by ASADA in 2018–19 to deliver face-to-face education sessions across the country. This was the first time ASADA has employed athletes to be education presenters.

The new presenters, known as Clean Sport Educators, are athletes who have lived and breathed the testing process, and are aware of the risks of supplements and the importance of athlete whereabouts. Many also have their own stories, having competed internationally against athletes who have later been found to have doped, or who know of team members who have been the subject of inadvertent anti-doping rule violations. For this reason, the Clean Sport Educators are seen as more relatable to athletes and are able to empathise with the pressures and challenges of being an athlete.

The Clean Sport Educators were selected from a pool of almost 100 applicants, and are based across New South Wales, Queensland, Victoria, South Australia and Western Australia.

ASADA's Clean Sport Educators are:

- ◆ **Hayley Baker:** member of the Australian Dolphins Swim Team
- ◆ **Ashleigh Brennan:** dual Olympic gymnast and two-time Commonwealth Games gold medallist
- ◆ **Laura Brittain:** Weightlifter and Strength and Conditioning Coordinator
- ◆ **Alyce Burnett:** member of the Australian Kayaking Team
- ◆ **Annabelle Cleary:** Australian representative in sport climbing
- ◆ **Noemie Fox:** elite canoe slalom athlete
- ◆ **Jessica Hansen:** member of the Australian Dolphins Swim Team
- ◆ **Juliet Haslam:** former Hockeyroo (triple Olympian and dual Olympic gold medallist)
- ◆ **Kurt Herzog:** member of the Australian Dolphins Swim Team
- ◆ **Cruz Hogan:** Australian javelin thrower
- ◆ **Bronwen Knox:** member of the Australian Women's Water Polo Team
- ◆ **Riley McGown:** 400–800 metre runner
- ◆ **Keryn McMaster:** member of the Australian Dolphins Swim Team
- ◆ **Jaime Roberts:** member of Paddle Australia's Sprint Kayak Team
- ◆ **Rachael Sporn OAM:** triple Olympic medallist with the Australian Women's Basketball Team
- ◆ **Julian Wruck:** Australian Olympic discus thrower.

Figure 37: ASADA Clean Sport Educators



Figure 38: Play True Day Education Outreach Stand (April 2019)



Figure 39: Clean Sport Educators speak with sport climbers as part of the sport's introduction to the Olympics in 2020 (May 2019)





Figure 40: Using the Clean Sport Educators in social media posts



Figure 41: Using the Clean Sport Educators in social media posts



## Innovative education

Virtual reality goggles? Apps? Games? Anti-doping education is taking on a whole new look. Once a 'tick the box' exercise, typically delivered by a lecture on the rules, ASADA has reinvigorated its education program with innovative approaches and sport-specific solutions to better engage athletes and, ultimately, help to minimise the risk of doping in Australia.

During the reporting period ASADA enhanced both of its world-first anti-doping education resources—virtual reality and the Clean Sport app.

Both technologies were developed and successfully launched at the Gold Coast Commonwealth Games in April 2018. With positive feedback from athletes and support personnel from countries including Pakistan, Canada, South Africa and the UK, ASADA worked to improve the reach and usability of both products.

### Virtual reality education program

In 2017–18, ASADA introduced a world-first in anti-doping education—a web based, virtual reality (VR) education program that took athletes through the doping control process, from paperwork to providing the sample. Using a smart phone, tablet, computer, or VR goggles, athletes are able to experience the process in a safe and controlled environment.

*Figure 42: VR education program at wheelchair basketball in Townsville (April 2019)*





In 2018–19, ASADA partnered with WADA to improve the quality and reach of the original prototype. The result was a product that did not rely on internet connection and could be used around the world, regardless of the technology infrastructure.

Throughout 2018–19, ASADA promoted the VR education program to Australian athletes, as well as taking it to international audiences. Anti-doping education delegates from all over the world had an opportunity to use the VR education program at the second WADA Global Education Conference in Beijing, China. The VR education program was also used by other anti-doping organisations at the Biathlon World Championships in Sweden and the IAAF Asian Athletics Championships in Qatar.

*Figure 43: VR education program at WADA Global Conference in China (October 2018)*



## ASADA Clean Sport app

Contaminated supplements are a significant cause of inadvertent doping cases in Australia.

ASADA changed its messaging in relation to supplements to better relate to athletes and to attempt to provide them with greater risk minimisation with respect to supplement use. As a result, rather than educating athletes to 'not take supplements', ASADA launched the Clean Sport app. The app offers a comprehensive database of batch-tested supplements. In 2018–19, ASADA made changes to the app to reflect stakeholder feedback.

Figure 44: ASADA Clean Sport app screenshots



The app gives athletes a list of 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. It also gives athletes access to a new quiz to assess the risk posed by other non-batch-tested supplements by highlighting key risk factors.

Athletes can use the app on their iPhone or Android device to:

- ◆ check a supplement, medication or substance
- ◆ report doping quickly and confidentially
- ◆ give ASADA feedback
- ◆ access education tools like online learning modules.

Figure 45: Supplement advisory posted on social media in 2018–19



## Clean Freak campaign

In 2018–19, ASADA launched a short educational video that sends an important message to athletes—‘be proud of being clean’.

Dedicated to clean sport, Clean Freak is intended to raise awareness among athletes, the sporting public and others about the global fight against doping.

The concept of ‘Clean Freak’ came from the idea that athletes should take being clean seriously (even to comical heights). It was inspired by the many athletes ASADA spoke to who are vigilant about what goes in their bodies—they would never take a medication without checking it and don’t accept the risk of taking a supplement. Some won’t even drink from a water bottle if it isn’t sealed.

Clean Freak celebrates athletes who take anti-doping seriously, because they know it is their reputation on the line and they accept that clean sport is their responsibility. It is also aimed at encouraging athletes to be proud of being tested and proud of being clean.

*Figure 46: Clean Freak online promotional image (April 2019)*



## Theatre Sport Workshops

The ASADA Education Team are constantly trying to improve and do things differently. Importantly, they want face-to-face sessions to be engaging, interactive and educational.

To that end, the team added an exciting new presentation style to its toolkit. In May 2019, the ASADA Education Team and THiNK ABOUT iT launched Anti-Doping Theatre Sport Workshops with the Australian Dolphins Swim Team.

Theatre Sport Workshops use actors and athletes from the audience to re-enact real-life situations related to anti-doping. The scenarios explore anti-doping issues through entertaining and thought-provoking performances, often putting athletes and staff in challenging situations where morals and ethics are explored, in a safe and respectful manner.

Following each scene, ASADA presenters facilitate a discussion, directly addressing themes and issues significant to the audience, and enhancing the audience's knowledge of anti-doping rules, responsibilities and values.

The workshop with the Dolphins cemented anti-doping messages around illicit drugs, the reporting of doping, anti-doping rule violations, consequences, strict liability and supplements.

The scenarios included a scene at a bar where athletes are offered illicit drugs, a scene exploring whether or not to report a teammate who might be doping, the impact of testing positive on your entire life, and the impact on the sport's reputation if someone commits an anti-doping rule violation.

The workshop challenged the audience through light and humorous scenes, as well as the emotional monologue of a sanctioned athlete.

The ASADA Education Team and THiNK ABOUT iT will bring these sessions to other elite sporting groups where this type of education is most beneficial.

*Figure 48: Australian Dolphins Swim Team with ASADA Education and THiNK ABOUT iT members (May 2019)*



## Helping parents keep children safe in sport

Parents play a crucial role in shaping their children's attitudes and values towards sport—whether that's to do with the value of team work or dealing with failure. But parents also play a major role in shaping their children's values when it comes to cheating, fair play and integrity.

That is why ASADA, in partnership with the World Anti-Doping Agency (WADA) and Play by the Rules, has developed the *Parents' Guide to Clean Sport*. The new online anti-doping course helps parents and other role models, such as guardians, grandparents and coaches, access relevant anti-doping information and provide guidance to minimise the risk of performance enhancing drug use.

Designed to help parents improve their children's knowledge of how to protect themselves in their sport or career, it also encourages parents to be the consistent voice in promoting safety, good health, integrity and enjoyment of clean sport, while also teaching their children respect for, and appreciation of, the true spirit of sport.

It is an unfortunate reality that the pressure to train hard, compete and achieve at the highest level can lead some young athletes to think about taking dangerous shortcuts. To tackle this, the course covers topics such as healthy sport cultures, nutrition, the risks of supplements and doping risk factors, including what to do if a parent suspects their child is doping.

The course was launched in April 2019 at an event at Marist Primary School in Canberra by ASADA CEO David Sharpe and Sport Australia CEO Kate Palmer. It is supported by a hard copy booklet and is hosted on both ASADA's eLearning platform and the Play by the Rules website to ensure as great a reach as possible to Australian parents.

*Figure 49: ASADA CEO launches Parents' Guide at Marist Primary School in Canberra (April 2019)*





*Figure 50: Gerard Galvin, Tim Gavel, Megan Marcks, David Sharpe and Kate Palmer at the Parents' Guide launch (April 2019)*



*Figure 51: Marist Primary School students try out ASADA's VR education program at the Parents' Guide launch (April 2019)*



## Engaging stakeholders to promote ‘Clean, Fair Sport’

Targeted social media activity helps reach and engage with Australian athletes. In 2018–19, ASADA actively promoted its ‘Clean, Fair Sport’ message through a range of awareness-raising channels, including Twitter, Facebook, Instagram and YouTube.

*Figure 52: Social media messages posted to coincide with sport events in 2018–19*



During the reporting period, ASADA increased its presence on social media by targeting audiences across Australia, while they followed their sport and specific sporting events. Internal research showed the tweets and posts that receive the most engagement were specific ones (such as messages on supplement warnings) and those aligned with sporting codes, events and athletes. The aim of ASADA's social media strategy was to directly connect to sports and their audiences, driving awareness of athletes' clean sport obligations and the dangers of using drugs and supplements, as well as educating sporting fan bases. The benefits resulting from ASADA's social media engagement for athletes and their sports are knowledge and awareness of:

- ◆ anti-doping regulations
- ◆ individual anti-doping responsibilities
- ◆ the health impacts of drugs
- ◆ the avenues to report doping
- ◆ the clean sport message.

To maximise the reach of messages, ASADA encouraged sports to actively and widely promote and/or share social media messages in the interests of 'Clean, Fair Sport'. By working closely with sports in this way, ASADA can increase awareness, which has a positive impact on minimising the risk of doping and protecting the health of all Australian athletes.



Table 4: Social media posts by topic 2018–19

	2018						2019						TOTALS
	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	
Supplements	3	6	4	6	3	7	9	6	7	3	6	6	66
Clean Sport app	2	2		3	4	1	2	2	2	2	1	2	23
Food First						1	1	3	1	1	1	2	10
Global DRO ('Check Your Substances')		1	1				1	1			1		5
<b>DRUGS</b>													
LGD-4033/SARMs		1			1	2	1	3	1	1	1	1	12
Higenamine	1		2			1	1			2		2	9
Steroids			1	1	3	2	3		2	2	2	3	19
EPO			1		1		2		1	1	1		7
Dehydrochloromethyltestosterone			1							1		1	3
D-Methamphetamine				1			1						2
GW1516				1		1							2
Anastrozole				1					1				2
Opioids						1						1	2
Furosemide					1	1			1				3
Clenbuterol			1	1								1	3
Peptide supplements												1	1
Boldenone													0
<b>OTHER</b>													
Educational	9	6	11	10	8	7	4	7	5	4	6	5	82
Whereabouts	1	1	2		4	3	1	5	1	1	2	2	23
Report doping	1	2	1	4	2	3	2	0	1		2	2	20
Ethical course	1	2		1	1	1	0	2	1		1	1	11
Promotional	1	9	14	17	4	3	5	7	9	8	1	4	82
Level 2 anti-doping course							3	1	1	0	1		6
Parents' course										6	3	1	10
Clean Freak										8	4	0	12
<b>TOTAL</b>													<b>415</b>

Promotional = outreach, educations success stories, AAG, athlete educators, athlete videos, awards and podcast.

Educational = rights and obligations, penalties for refusing a sample, general e-Learning course, anti-doping rules and athletes responsible for any substance in their body.

Figure 53: Using athletes to promote the 'Clean, Fair Sport' message in social media posts



“  
*It's good to know  
that the person you  
are playing against  
has put the same  
work in as you've  
done and hasn't  
taken anything to  
enhance their  
performance.*  
”

**MARC POLMANS**  
Australian tennis player  
Picture credit: Ben Southall





# 04

## MANAGEMENT AND ACCOUNTABILITY

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# CORPORATE GOVERNANCE

ASADA's system of governance and accountability for public resources is shaped by the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and associated legislative instruments. ASADA's corporate governance framework includes:

- ◆ committees
- ◆ business planning
- ◆ risk and fraud management
- ◆ audit and assurance activities
- ◆ Accountable Authority Instructions (issued by the CEO)
- ◆ policies and guidelines.

## Corporate governance practices

ASADA employs four main areas of corporate governance practices.

### Management structure

Senior management responsibilities, organisational structure, and committees operating with suitable terms of reference enable the implementation of appropriate controls and the sound monitoring of activities and performance.

### Management environment

A coherent corporate planning framework, aligning vision, mission, strategies, planning processes and performance measures to meet clearly articulated goals. This is enhanced through leadership protocols, investing in people and culture, a learning environment and workforce planning.

### Consistency and compliance

Management and staff adhere to the Australian Public Service Values and Code of Conduct when undertaking their duties and functions. This is underpinned by the ongoing development and maintenance of policies and systems, including the review and redevelopment of Accountable Authority Instructions and financial rules that provide guidance on policies, procedures and expected behaviours.

### Monitoring and reporting

A focus on compliance with the enhanced Commonwealth Performance Framework and Regulator Performance Framework, and reporting performance in accordance with legislative and regulatory requirements.

# Management

## Executive

ASADA's Executive Team as at 30 June 2019:

- ◆ Mr David Sharpe APM OAM—Chief Executive Officer
- ◆ Mr Brian McDonald APM—Deputy Chief Executive Officer Operations
- ◆ Mr Darren Mullaly—Deputy Chief Executive Officer Legal, Education and Corporate.

## Senior leaders

ASADA's business unit Directors as at 30 June 2019:

- ◆ Ms Alexis Cooper—Director Education and Innovation (A/g)
- ◆ Mr Andrew Collins—Chief Information Officer
- ◆ Mr Chris Butler—Integrity Review Taskforce
- ◆ Mr Darrell Jeffrey—Director Investigations
- ◆ Mr Dion McVie—Director Office of the Executive
- ◆ Ms Emma Johnson OLY—Director Sports Operations and Engagement
- ◆ Ms Justine Crawford—Director Intelligence
- ◆ Dr Naomi Speers—Chief Science Officer
- ◆ Ms Rebecca Tyler—Chief Financial Officer
- ◆ Ms Kerry Knowler—Director Legal Services (A/g).

## Senior Leadership Group

The Senior Leadership Group comprises the CEO, Deputy CEOs and business unit Directors. It is responsible for:

- ◆ developing strategic directions, priorities and policies
- ◆ monitoring the achievement of objectives
- ◆ ensuring the efficient, effective, economical and ethical use of resources
- ◆ monitoring accountability and compliance obligations.

## Corporate planning and reporting

In August 2018, ASADA published its *2018–2022 Corporate Plan*. The corporate plan is ASADA's overarching planning document. It sets out ASADA's Purpose and performance measures, and is an important tool in articulating the agency's strategic direction to staff and external audiences.

ASADA's Senior Leadership Group oversees its corporate planning and the monitoring of organisational risks.



# Governance committees

## Audit Committee

The CEO has established the ASADA Audit Committee in compliance with section 45 of the PGPA Act and section 17 of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule). The Committee's role is to review the appropriateness of, and provide independent assurance and advice to the CEO, on ASADA's financial and performance reporting responsibilities, risk oversight and management, and system of internal control.

The Committee is comprised of three independent members:

- ◆ Ms Jennifer Clark (Chair)
- ◆ Mr David Lawler
- ◆ Mr Peter Kennedy PSM.

Representatives from the Australian National Audit Office (ANAO) and ASADA's internal audit provider (Protiviti), the Deputy CEO Legal, Education and Corporate, and the Chief Financial Officer attend all Audit Committee meetings as observers.

The functions of the Audit Committee, as described under its charter, include independently reviewing the appropriateness of ASADA's:

- ◆ financial reporting
- ◆ performance reporting
- ◆ systems of risk oversight and management
- ◆ system of internal control
- ◆ legislative and policy compliance.

The Audit Committee's work includes:

- ◆ engaging with the ANAO on ASADA's financial statement and performance audit coverage
- ◆ reviewing the proposed internal audit coverage to ensure that the scope and priorities of audit activity are appropriately targeted to meet ASADA's assurance needs and reflect any changes in its operating environment
- ◆ ensuring that the audit program takes into account ASADA's key risks
- ◆ providing recommendations to the ASADA CEO for endorsement.



## Workplace Health and Safety Committee

The Workplace Health and Safety (WHS) Committee provides management and employees with a consultative forum to discuss and resolve WHS issues in the workplace. The Committee comprises ASADA's:

- ◆ Deputy CEO Legal, Education and Corporate
- ◆ Deputy CEO Operations
- ◆ Chief Financial Officer
- ◆ Human Resources Manager
- ◆ elected health and safety representatives (representing both office-based and Field Staff).

## Workplace Consultative Committee

The Workplace Consultative Committee (WCC) is the formal consultative body established under the *ASADA Enterprise Agreement 2017–20*. It provides employees with a mechanism to facilitate communication, consultation and co-operation, and consider input from employees on workplace-related matters. The WCC comprises:

- ◆ Deputy CEO Legal, Education and Corporate (Chair)
- ◆ Chief Financial Officer
- ◆ Human Resources Manager
- ◆ three elected employee representatives.

## Risk Management Committee

The CEO has established the ASADA Risk Management Committee as part of the oversight and management of ASADA's obligations in accordance with section 16 of the PGPA Act. The overall responsibility for ASADA's Risk Management Framework, including fraud risks, is allocated to the ASADA Risk Management Committee. All ASADA officials, however, are responsible for the day-to-day management of risk in the performance of their duties.

The Risk Management Committee is responsible for:

- ◆ regular consideration and monitoring of ASADA's risks, including those associated with fraud, individual projects, program implementation and activities
- ◆ monitoring the controls and assurance activities against ASADA's risks
- ◆ identifying new and changing risks to ASADA's business
- ◆ maintaining the ASADA Risk Register and the ASADA Assurance Map which identifies the key controls and assurance arrangements in place at ASADA
- ◆ monitoring the currency, relevance and development of internal policies and procedures
- ◆ considering whether appropriate policies are in place for the management and exercise of ASADA's business
- ◆ reviewing the outcomes of the audits conducted by the internal audit service provider

- ◆ monitoring the implementation of internal audit recommendations
- ◆ monitoring the action taken on significant issues raised in relevant ANAO reports.

The Committee comprises ASADA's Executive Team, Directors and Governance Officer.

## Information Governance Committee

The Information Governance Committee provides ASADA with a mechanism to develop a consistent, systematic and whole-of-agency approach to managing its information and ensuring authorised staff have the right information at the right time and in the place they need it.

The Committee's primary focus is to deliver business value to ASADA from current and future information sources and working with ICT to ensure systems and processes are in place to capture, manage and disseminate relevant information.

The Committee comprises ASADA's:

- ◆ Chief Information Officer (Chair)
- ◆ Director Sports Engagement
- ◆ Director Education and Innovation
- ◆ Director Investigations
- ◆ Director Legal
- ◆ Director Office of the Executive
- ◆ Director Intelligence
- ◆ other subject matter experts as required by the Committee.

## Internal audit arrangements

### Internal audits

ASADA's internal audit services are provided by Protiviti in line with its Internal Audit Program for 2018–19. This program outlines the broad strategic direction of internal audit activities over the medium term, taking into consideration its Risk Management and Fraud Control Framework. The program was drafted by Protiviti in consultation with the ASADA Executive and the ASADA Audit Committee. ASADA reviews and updates the program each year to ensure it continues to meet its assurance needs and reflects its operating environment.

ASADA's Internal Audit Program specified the internal audit activities to be carried out during the 2018–19 financial year. It was developed by Protiviti, endorsed by the Audit Committee and approved by the ASADA CEO.

Internal audits conducted in 2018–19 included:

- ◆ review and advice regarding compliance with the ASADA mobile forensics manual
- ◆ comprehensive review of implementation of previous recommendations
- ◆ internal audit of the Office of the Executive.

## Risk management

The Commonwealth Risk Management Policy supports the requirements of section 16 of the PGPA Act, which requires the CEO to establish and maintain systems and appropriate internal controls for the oversight and management of risk. Both section 10 of the PGPA Act and the Commonwealth Fraud Control Framework set out the core requirements of fraud control for all Commonwealth entities and provide the statutory basis for the Commonwealth's response to fraud.

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

- ◆ fraud control processes
- ◆ internal audit functions
- ◆ business continuity processes
- ◆ corporate planning
- ◆ budgeting processes.

The ASADA Risk Management and Fraud Control Policy, to be endorsed by the CEO in August 2019, gives practical guidance on implementing the framework. It is based on the principles set out in the *Commonwealth Risk Management Policy*, *ISO 31000 Risk Management*, section 10 of the PGPA Rule, and the Commonwealth Fraud Control Framework.

All staff are required each year to complete the online whole-of-government Fraud Awareness eLearning Training Package. This training helps staff to understand their responsibilities and obligations regarding the prevention, detection and reporting of, and response to, fraud.

The PGPA Act and section 10 of the PGPA Rule require all non-corporate Commonwealth entities to provide the Australian Institute of Criminology with fraud control information. In accordance with these requirements, ASADA submitted annual fraud data in 2018–19.

## Operational risk

ASADA identifies and monitors operational risk through:

- ◆ meetings of the Risk Management Committee and Senior Leadership Group
- ◆ monitoring of workgroup operational risks by business unit Directors
- ◆ ASADA's quarterly reports to the Audit Committee on risk management.

The agency has risk mitigation plans in place for all risks identified as requiring active management. Insurable risks are covered by Comcover and Comcare.

## Financial risks

ASADA manages financial risk through:

- ◆ Accountable Authority Instructions and associated policies and procedures that give effect to PGPA Act requirements. Available to all staff, they set out responsibilities and procedures that provide an overarching framework for transparent and accountable financial management. They also cover topics relating specifically to risk management and internal accountability.
- ◆ A system of financial delegations to ensure that commitment and spending authorities rest with appropriate staff who are informed of their responsibilities.
- ◆ The Internal Audit Plan, which identifies services and functions for auditing. This plan addresses issues raised in ANAO financial audits of ASADA, policy evaluations, previous internal audits, strategic risk management assessments and, where appropriate, ANAO reports on cross-agency matters.
- ◆ Regular discussion on financial matters, including financial risk and monitoring of financial performance through formal governance structures.
- ◆ Actively managing contractual relationships with clients and maintaining a high standard of service provision to ensure that future revenue streams are maintained.

## Ethical standards

ASADA is committed to promoting and supporting the Australian Public Service (APS) Values and Code of Conduct, as set out in the *Public Service Act 1999*. The conduct of ASADA officials must at all times accord with the APS Values, Employment Principles and Code of Conduct.

ASADA has policies in place for:

- ◆ ethical behaviour and integrity
- ◆ outside employment
- ◆ betting and gambling
- ◆ managing offers of a gift or benefit
- ◆ managing conflicts of interest.

All ASADA employees and contractors engaged by ASADA are required to comply with these policies.

## Compliance reporting

ASADA had no significant issues of non-compliance with finance law during 2018–19 which required notification to the Minister. During the reporting period, ASADA continued to comply with the provisions and requirements of the:

- ◆ PGPA Act
- ◆ PGPA Rule
- ◆ Commonwealth Procurement Rules
- ◆ Appropriation Acts
- ◆ other instruments defined as finance law, including relevant ministerial directions.

# EXTERNAL SCRUTINY

## Parliamentary scrutiny

### Senate Standing Committee on Community Affairs

ASADA appeared before the Community Affairs Legislation Committee on two occasions in 2018–19:

- ◆ Supplementary Budget Estimates—24 October 2018
- ◆ Additional Estimates—20 February 2019.

## Decisions and reports

### Judicial decisions

ASADA was not the subject of any judicial decisions in 2018–19.

### Decisions of Administrative Tribunals

On 4 January 2019, the Administrative Appeals Tribunal handed down its decision in *Francis and Australian Sports Anti-Doping Authority (Freedom of information) [2019] AATA 12 (4 January 2019)*. The Tribunal found that material ASADA had previously found to be exempt from release was indeed exempt pursuant to section 45 of the *Freedom of Information Act 1982*.

One application for review was lodged with the Administrative Appeals Tribunal challenging an assertion by the Anti-Doping Rule Violation Panel of a possible anti-doping rule violation in 2018–19. As of 30 June 2019, the matter remains in the Administrative Appeals Tribunal.

### Decisions by the Australian Information Commissioner

There were seven applications for review with the Australian Information Commissioner at the commencement of 2018–19 and a further three applications for review of freedom of information request decisions by ASADA were lodged during 2018–19.

Two matters were either withdrawn or otherwise finalised pursuant to section 54W of the *Freedom of Information Act 1982 (Cth)* in that same time period.

Eight applications for review remained outstanding as at 30 June 2019.

## Parliamentary committee reports

ASADA was not the subject of any parliamentary committee reports in 2018–19.

## Commonwealth Ombudsman reports

ASADA was not subject to any complaints to the Commonwealth Ombudsman in 2018–19.

## Commonwealth Auditor-General reports

ASADA received an unmodified audit report on its 2018–19 financial statements. The agency received two C findings, which are minor in nature and recommended improvements to ASADA's controls framework. In response to the recommendations, ASADA immediately implemented new processes to reduce administrative burden and strengthen controls.

In 2018–19, ASADA was included in the ANAO performance audit of the implementation of the Australian Government's workplace bargaining framework. The Auditor-General report noted that ASADA, as with all agencies included in the audit, should strengthen governance around the bargaining process, specifically communications planning and risk management. ASADA will implement these recommendations during its next bargaining process (pending the outcome of the *Government Response to the Review of Australia's Sports Integrity Arrangements*).

## Freedom of Information

In 2018–19, ASADA received 26 Freedom of Information (FOI) requests.

Entities subject to the *Freedom of Information Act 1982* (FOI Act) are required to publish information to the public as part of the Information Publication Scheme (IPS). This requirement is in Part II of the FOI Act and has replaced the former requirement to publish a section 8 statement in an annual report. On its website, ASADA displays a plan showing what information it publishes in accordance with the IPS requirements.

# PEOPLE

In 2018–19, the Australian Government invested heavily in human resources for ASADA, increasing capacity by 50 per cent. This provided ASADA with the necessary skills and capabilities to deliver on its key priorities and respond effectively to the challenges posed by an increasingly sophisticated doping environment.

In pursuit of ASADA's new operating model, specialists were recruited in intelligence, education, science, investigations, testing and the legal field. In addition, through the recruitment of a Chief Information Officer, the agency embarked on a digital transformation journey to better position ASADA to meet future ICT challenges.

ASADA has actively encouraged secondments and resource-sharing arrangements with relevant government departments and law enforcement and regulatory agencies. This has enabled the agency to maintain expertise and share its experience with other agencies, bring experience from other jurisdictions for a new perspective on how it does business, and provide professional development opportunities.

*Figure 54: ASADA staff at the opening of the new office (March 2019)*





## Inclusion and Development Initiative

ASADA is committed to reflecting the diversity of the Australian community in its workforce by building an inclusive culture that respects and celebrates differences. Diversity in experiences, backgrounds, skills, talents and views enriches ASADA's working environment and capacity to deliver outcomes for the Australian sporting community.

ASADA recognises the benefits that come from fostering an inclusive environment where people from diverse backgrounds can thrive. ASADA supports staff to feel included regardless of gender, impairment, cultural background, sexual orientation or ethnicity. In addition, the agency is committed to helping staff develop skills and expertise to reach their career goals, thus ensuring ASADA continues to improve its operations and succeed in achieving its Vision of 'Clean, Fair Sport'.

The Inclusion and Development Initiative (IDI) was established during 2018–19 to support organisational change. The initiative aims to establish champions, networks and advisory groups to create an environment where all staff and partners feel supported in their work. In 2018–19, ASADA approved flexible working arrangements for multiple staff to work remotely from its Canberra office.

In 2018–19, the IDI:

- ◆ surveyed staff to gain insights into views on how ASADA supports inclusion and development, and what can be done to improve it, as well as understanding what staff want from their IDI
- ◆ introduced story-telling sessions in recognition of the diverse experiences and perspectives within the working group. Sessions included a faith and celebration talk about Ramadan and personal perspectives based on gender and sexual orientation
- ◆ promoted opportunities to attend forums such as the *Women in Sport Summit* in Melbourne and *International Women's Day* events
- ◆ provided staff with access to memberships of a number of networks and committees, including the International Network of Doping Research, Pharmaceutical Society of Australia, Australian and New Zealand Sports Law Association and Australian Institute of Professional Investigators
- ◆ promoted ASADA as an employer of choice for Indigenous Australians by signing up to the 2020–21 Indigenous Australian Government Development Program.

*Figure 55: ASADA staff celebrating International Women's Day (March 2019)*



*Figure 56: Director Sports Operations and Engagement, Emma Johnson OLY, shares her experiences with ASADA staff at an IDI storytelling session (June 2019)*



# Workforce composition

## All Ongoing Employees Current Report Period (2018–19)

Table 5: Ongoing Employees at 30 June 2019

	Male			Female			Indeterminate			Total
	Fulltime	Time	Part	Fulltime	Time	Part	Fulltime	Time	Part	
NSW	1	-	1	-	-	-	-	-	-	1
Qld	-	-	-	-	-	-	-	-	-	-
SA	-	-	-	-	-	-	-	-	-	-
Tas	-	-	-	-	-	-	-	-	-	-
Vic	-	-	-	1	-	1	-	-	-	1
WA	-	-	-	-	-	-	-	-	-	-
ACT	25	-	25	24	4	28	-	-	-	53
NT	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>26</b>	<b>-</b>	<b>26</b>	<b>25</b>	<b>4</b>	<b>29</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>55</b>

## All Non-Ongoing Employees Current Report Period (2018–19)

Table 6: Non-ongoing employees at 30 June 2019

	Male				Female				Indeterminate				Total
	Fulltime	Part Time	Casuals	Total	Fulltime	Part Time	Casuals	Total	Fulltime	Part Time	Casuals	Total	
NSW	-	-	41	41	-	-	29	29	-	-	-	-	70
Qld	-	-	35	35	-	-	33	33	-	-	-	-	68
SA	-	-	10	10	-	-	8	8	-	-	-	-	18
Tas	-	-	11	11	-	-	7	7	-	-	-	-	18
Vic	-	-	28	28	-	-	16	16	-	-	-	-	44
WA	-	-	17	17	-	-	13	13	-	-	-	-	30
ACT	5	-	9	14	7	2	14	23	-	-	-	-	37
NT	-	-	-	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>5</b>	<b>-</b>	<b>151</b>	<b>156</b>	<b>7</b>	<b>2</b>	<b>120</b>	<b>129</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>285</b>

## Australian Public Service Act Ongoing Employees Current Report Period (2018–19)

Table 7: Ongoing employees by level and gender at 30 June 2019

	Male			Female			Indeterminate			Total
	Fulltime	Part Time	Total	Fulltime	Part Time	Total	Fulltime	Part Time	Total	
SES 3	1	-	1	-	-	-	-	-	-	1
SES 2	-	-	-	-	-	-	-	-	-	-
SES 1	2	-	2	-	-	-	-	-	-	2
EL 2	2	-	2	6	-	6	-	-	-	8
EL 1	13	-	13	5	-	5	-	-	-	18
APS 6	4	-	4	10	3	13	-	-	-	17
APS 5	1	-	1	2	1	3	-	-	-	4
APS 4	3	-	3	2	-	2	-	-	-	5
APS 3	-	-	-	-	-	-	-	-	-	-
APS 2	-	-	-	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>26</b>	<b>-</b>	<b>26</b>	<b>25</b>	<b>4</b>	<b>29</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>55</b>

# Australian Public Service Act Non-Ongoing Employees Current Report Period (2018–19)

Table 8: Non-ongoing employees by level and gender at 30 June 2019

	Male				Female				Indeterminate				Total
	Fulltime	Part Time	Casuals	Total	Fulltime	Part Time	Casuals	Total	Fulltime	Part Time	Casuals	Total	
SES 3	-	-	-	-	-	-	-	-	-	-	-	-	-
SES 2	-	-	-	-	-	-	-	-	-	-	-	-	-
SES 1	-	-	-	-	-	-	-	-	-	-	-	-	-
EL 2	-	-	-	-	-	-	-	-	-	-	-	-	-
EL 1	-	-	-	-	1	1	-	2	-	-	-	-	2
APS 6	-	-	-	-	3	-	-	3	-	-	-	-	3
APS 5	5	-	-	5	3	-	-	3	-	-	-	-	8
APS 4	-	-	-	-	-	1	-	1	-	-	-	-	1
APS 3	-	-	21	21	-	-	34	34	-	-	-	-	55
APS 2	-	-	-	-	-	-	-	-	-	-	-	-	-
APS 1	-	-	130	130	-	-	86	86	-	-	-	-	216
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>5</b>	<b>-</b>	<b>151</b>	<b>156</b>	<b>7</b>	<b>2</b>	<b>120</b>	<b>129</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>285</b>

## Australian Public Service Act Indigenous Employees Current Report Period (2018–19)

Table 9: Indigenous employees at 30 June 2019

Total	
Ongoing	-
Non-ongoing	-
Casuals	1
<b>Total</b>	<b>1</b>

## Australian Public Service Act Employment salary ranges by classification level (Minimum/Maximum) Current Report Period (2018–19)

Table 10: Salary ranges by classification level at 30 June 2019

	Minimum Salary	Maximum Salary
SES 3	\$313,475	\$313,475
SES 2	-	-
SES 1	\$204,000	\$244,800
EL 2	\$120,208	\$161,180
EL 1	\$106,331	\$115,889
APS 6	\$92,547	\$101,002
APS 5	\$82,315	\$89,368
APS 4	\$72,972	\$80,241
APS 3	\$61,581	\$70,159
APS 2	\$50,484	\$59,613
APS 1	\$41,667	\$47,916
Other	-	-



## Workforce planning

During 2018–19, ASADA continued with its strategic workforce planning to support delivery of a leading anti-doping program while maintaining consistency with government policy on average staffing levels.

Recruitment activity during 2018–19 focused on acquiring capabilities to support ASADA's future vision, strategy, organisational culture and public posture. This included the development of a range of key capabilities and capacity in key business areas to deliver on the three mutually supportive pillars of:

ENGAGEMENT AND  
PARTNERSHIPS

INTELLIGENCE

EDUCATION AND  
AWARENESS

In 2018–19, recruitment focused on the 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
- ◆ Information Communications Technology, human resources and enabling services.

## Learning and development

ASADA is committed to the continued development of its staff.

To build a capable workforce, the agency focuses on utilising different training methods and provides learning opportunities that will address the future challenges that staff in the agency will face. In addition, ASADA implemented secondment opportunities for its staff at other government agencies, as well as approving flexible work arrangements for staff members.

Staff training during 2018–19 focused on key knowledge requirements and organisational priorities, including:

- ◆ communications training for Field Staff
- ◆ giving and receiving feedback for all Canberra office staff
- ◆ how to conduct interview panels
- ◆ job application writing in government
- ◆ information sessions about superannuation and salary packaging
- ◆ project management
- ◆ Tableau training
- ◆ digital forensics training
- ◆ first aid and defibrillator training
- ◆ record keeping training for all staff
- ◆ WHS training for all ASADA staff.

*Figure 57: ASADA staff receive training on Tableau software (June 2019)*



## Expert presentations

Throughout 2018–19, ASADA staff and their colleagues from the National Integrity of Sport Unit and Sport Australia were given the opportunity to hear from experts across a range of specialist fields, including science, medicine and sport.

*Figure 58: AIS Chief Medical Officer, Dr David Hughes, presented to ASADA staff on 'Integrity risks at the intersection between genetic science and sport' (October 2018)*



*Figure 59: Michael Milton OAM spoke to ASADA staff about his career in extreme sports (December 2018)*



Figure 60: ASDTL's Dr Catrin Goebel presents to ASADA staff on supplements research and what happens at the lab (January 2019)



Figure 61: Dr Susan White speaks about the issue of hyperandrogenism and transgender athletes in sport (February 2019)



# Employment arrangements

Table 11: Employment arrangements at 30 June 2019

Classification	Enterprise Agreement	Section 24(1) Determinations	Total
SES	0	2	2
EL2	8	0	8
EL1	18	0	18
APS 1–6	311	0	311
<b>Total</b>	<b>337</b>	<b>2</b>	<b>339</b>

This information excludes the ASADA CEO, whose terms and conditions of employment are set by the Remuneration Tribunal.

## Enterprise Agreement

A new enterprise agreement came into effect on 1 February 2018.

The *ASADA Enterprise Agreement 2017–20* sets out the terms and conditions of ASADA's non-SES staff.

## Section 24(1) Determinations

In 2018–19, the terms and conditions of employment of the SES employees were set by determination under section 24(1) of the *Public Service Act 1999*.

## Performance pay

Performance pay is not available to ASADA staff. In accordance with the *ASADA Enterprise Agreement 2017–20*, the Performance and Career Enrichment Scheme enables incremental salary advancements. Employees receiving a rating of fully effective or higher are eligible for incremental salary advancement where they are below the maximum salary range for their classification.

## Workplace Health and Safety

Information regarding Workplace Health and Safety is included in the Appendixes.

## Commonwealth Disability Strategy

Since 1994, non-corporate Commonwealth entities have reported on their performance as policy adviser, purchaser, employer, regulator and provider under the Commonwealth Disability Strategy. In 2007–08, reporting on the employer role was transferred to the Australian Public Service Commission's State of the Service reports and the *APS Statistical Bulletin*. These reports are available at [www.apsc.gov.au](http://www.apsc.gov.au). From 2010–11, entities have no longer been required to report on these functions.

The Commonwealth Disability Strategy has been overtaken by the National Disability Strategy 2010–2020, which sets out a 10-year national policy framework to improve the lives of people with disability, promote participation and create a more inclusive society. A high-level, two-yearly report will track progress against each of the six outcome areas of the strategy and present a picture of how people with disability are faring. The first of these progress reports was published in 2014 and can be found at [www.dss.gov.au](http://www.dss.gov.au).



# FINANCIAL AND PROPERTY MANAGEMENT

ASADA's financial accountability responsibilities are set out in the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and subordinate legislation, and the Commonwealth Procurement Rules, collectively known as finance law. In support of the finance law, ASADA's Accountable Authority Instructions are issued in accordance with section 20A of the PGPA Act. The finance law, supporting instructions and rules, provide a framework to ensure the efficient, effective, economical and ethical use of public resources. The finance law also mandates the production of audited financial statements prepared in accordance with the Australian Accounting Standards. The complete set of financial statements for the agency is provided in the Financial Statements section.

## Asset management

Categories of non-financial assets for ASADA mainly comprise ICT hardware and software applications required to deliver ASADA's core activities and leasehold improvements on rental accommodation.

Under the Australian Government's net cash funding reforms, the funding of ongoing capital is through the provision of approved departmental capital budgets based on agreed capital requirements.

During 2018–19, ASADA invested \$3.399 million in capital expenditure. This included the new office accommodation fit-out, investment in the agency's PROTECTED ICT security environment, and transition to a whole-of-agency mobile device solution to enable changes to its operating environment.

*Figure 62: ASADA's state-of-the-art office is shown to guests at the official opening (March 2019)*

ASADA officially opened its state-of-the-art office in March 2019. The building has been designed and equipped with the latest technology to enhance all-round communications and engagement. Its advanced infrastructure also reflects the security and operational environment where ASADA receives and handles sensitive and protected information, including from law enforcement agencies.





# Purchasing

## Procurement

In 2018–19, ASADA complied with the Commonwealth Procurement Rules issued by the Minister for Finance under section 105B(1) of the PGPA Act.

ASADA has a range of purchaser and provider arrangements, including:

- ◆ international sample collection and analysis services
- ◆ domestic blood collection services
- ◆ transport services
- ◆ the supply of collection and testing equipment
- ◆ contracted ICT gateway, internet, online education and equipment hosting arrangements
- ◆ Memorandum of Understanding arrangements for the provision of portfolio-based shared services encompassing human resources, payroll and financial transaction processing, management of property and security requirements
- ◆ Memorandum of Understanding arrangements for the provision of laboratory sample testing services
- ◆ Memorandum of Understanding with the University of Canberra, partnering to collaborate on certain research, innovation and professional education projects
- ◆ contracts for legal, investigative, educational and training services.

ASADA's procurement framework guides staff in considering value for money, encouraging competition and using resources efficiently and effectively. To achieve this, the agency's procurement policies mandate the use of Department of Health procurement arrangements, or whole-of-government panels or standing offers, where available and fit for purpose.

## Initiatives to support small business

ASADA supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website.

ASADA seeks to support small and medium-sized enterprises through the adoption of simplified processes and credit card settlements for purchases below \$10,000, combined with the use of existing panel and standing order arrangements, where available.

## Consultants

ASADA takes into account the skills and resources required for the task, the skills available internally and the cost-effectiveness of engaging external expertise. Decisions to engage consultants are made in accordance with the PGPA Act and related regulations, including the Commonwealth Procurement Rules and other internal policies.

During 2018–19, seven new consultancy contracts were entered into, involving total actual expenditure of \$0.049 million (2017–18 eight involving total actual expenditure of \$0.140 million). In addition, eight ongoing consultancy contracts were active during the period, involving total actual expenditure of \$0.328 million (2017–18 four involving total actual expenditure of \$0.050 million).

Of the 15 consultancies active during the period, a total of six had expired by 30 June 2019.

Annual reports contain information about actual expenditure on contracts for consultancies. Information on the value of contracts and consultancies is available on the AusTender website at [www.tenders.gov.au](http://www.tenders.gov.au).

### Number and expenditure on Consultants Current Report Period (2018–19)

	Total
Number of new contracts entered into during the period	7
Total actual expenditure during the period on new contracts (inc. GST)	48,657
Number of ongoing contracts engaging consultants that were entered into during a previous period	8
Total actual expenditure during the period on ongoing contracts (inc. GST)	328,284

## Exempt contracts

There are no current contracts or standing offers that have been exempted from publication in AusTender on the basis that they would disclose exempt matters under the *Freedom of Information Act 1982*.

## Australian National Audit Office access clauses

ASADA has not entered into any contracts that exclude the Auditor-General from having access to its contractors.

## Grants

ASADA did not issue any grants in 2018–19.

## Executive remuneration

### Information about remuneration for key management personnel

Name	David Sharpe APM OAM	Brian McDonald APM	Darren Mullaly
Position title	Chief Executive Officer	Deputy Chief Executive Officer Operations	Deputy Chief Executive Officer Legal, Education and Corporate
<b>Short-term benefits</b>			
Base salary	298,369	235,245	187,539
Bonuses			
Other benefits and allowances		(343)	44,024
<b>Post-employment benefits</b>			
Superannuation contributions	46,258	43,754	21,905
<b>Other long-term benefits</b>			
Long service leave	6,879	6,554	6,256
Other long-term benefits			
<b>Termination benefits</b>			
<b>Total remuneration</b>	<b>351,506</b>	<b>285,553</b>	<b>259,724</b>

# Entity Resource Statement subset Summary

## Current Report Period (2018–19)

	Actual Available appropriation – current year (a) \$'000	Payments made (b) \$'000	Balance remaining (a)-(b) \$'000
<b>Departmental</b>			
Annual appropriations – ordinary annual services	23,072	19,534	3,538
Annual appropriations – other services – non-operating	2,165	1,750	415
Total departmental annual appropriations	25,237	21,284	3,953
<i>Departmental special appropriations</i>	-	-	-
<b>Total special appropriations</b>	-	-	-
Special accounts	-	-	-
<b>Total special accounts</b>	-	-	-
less departmental appropriations drawn from annual/ special appropriations and credited to special accounts	-	-	-
<b>Total departmental resourcing (A)</b>	<b>25,237</b>	<b>21,284</b>	<b>3,953</b>
<b>Administered</b>			
Annual appropriations – ordinary annual services	-	-	-
Annual appropriations – other services – non-operating	-	-	-
Annual appropriations – other services – specific payments to States, ACT, NT and local government	-	-	-
Annual appropriations – other services – new administered expenses	-	-	-
<b>Total administered annual appropriations</b>	-	-	-
Administered special appropriations	-	-	-
<b>Total administered special appropriations</b>	-	-	-
Special accounts	-	-	-
<b>Total special accounts receipts</b>	-	-	-
less administered appropriations drawn from annual/ special appropriations and credited to special accounts	-	-	-
less payments to corporate entities from annual/special appropriations	-	-	-
<b>Total administered resourcing (B)</b>	-	-	-
<b>Total resourcing and payments for entity X (A + B)</b>	<b>25,237</b>	<b>21,284</b>	<b>3,953</b>





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# INDEPENDENT AUDITOR'S REPORT



## INDEPENDENT AUDITOR'S REPORT

To the Minister for Youth and Sport

### Opinion

In my opinion, the financial statements of the Australian Sports Anti-Doping Authority ('the Entity') for the year ended 30 June 2019:

- (a) comply with Australian Accounting Standards – Reduced Disclosure Requirements and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2019 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following statements as at 30 June 2019 and for the year then ended:

- Statement by the Accountable Authority and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Notes to the financial statements, comprising a summary of significant accounting policies and other explanatory information.

### Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Chief Executive is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Reduced Disclosure Requirements and the rules made under the Act. The Chief Executive is also responsible for such internal control as the Chief Executive determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Executive is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Chief Executive is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

GPO Box 707 CANBERRA ACT 2601  
19 National Circuit BARTON ACT  
Phone (02) 6203 7300 Fax (02) 6203 7777



#### Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Mark Vial

Senior Director

Delegate of the Auditor-General

Canberra

3 September 2019

# STATEMENT BY THE ACCOUNTABLE AUTHORITY AND CHIEF FINANCIAL OFFICER



Australian Government  
Australian Sports Anti-Doping Authority

## STATEMENT BY THE ACCOUNTABLE AUTHORITY AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2019 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Australian Sports Anti-Doping Authority will be able to pay its debts as and when they fall due.

A blue ink signature of D Sharpe, consisting of a stylized 'D' followed by a horizontal line.

D Sharpe  
Chief Executive

3 September 2019

A blue ink signature of R-Tyler, written in a cursive style.

R-Tyler  
Chief Financial Officer

3 September 2019

# STATEMENT OF COMPREHENSIVE INCOME CURRENT REPORT PERIOD (2018–19)

		30 June 2019	30 June 2018	Original Budget 30 June 2019
	Notes	\$'000	\$'000	\$'000
<b>NET COST OF SERVICES</b>				
<b>Expenses</b>				
Employee Benefits Expense	1.1A	9,898	7,884	10,741
Suppliers Expense	1.1B	10,817	10,078	6,980
Depreciation and Amortisation Expense	2.2A	417	248	340
Impairment Loss Allowance on Financial Instruments		15	-	-
Write-Down and Impairment of Other Assets		8	2	-
Total Expenses		21,155	18,212	18,061
<b>Income</b>				
Sale of Goods and Rendering of Services	1.2A	2,165	4,100	1,822
Other Revenue	1.2B	3,139	1,037	359
Total Own-Source Income		5,304	5,137	2,181
<b>Net cost of services</b>				
Net cost of services		(15,851)	(13,075)	(15,880)
<b>Revenue from Government</b>				
Revenue from Government	1.2C	15,540	12,615	15,540
<b>Surplus/(Deficit) after Tax</b>				
Surplus/(Deficit) after Tax		(311)	(460)	(340)
<b>OTHER COMPREHENSIVE INCOME</b>				
Total comprehensive Income/(Loss)		(311)	(460)	(340)

The above statement should be read in conjunction with the accompanying notes.

# Budget Variances Commentary

## Statement of Comprehensive Income

1. The lower employee benefits expense compared to budget relates to lower than expected average staffing levels throughout the year.
2. Supplier expense is higher than budget as the accounting treatment to record the value of sample analysis services received free of charge was not included in the suppliers expense budget. ASADA did not pay for these services.
3. The result of sale of goods and rendering of services is higher than budget due to additional testing at sporting events.
4. As noted in supplier expenses, the sample analysis services provided free of charge to ASADA were not included as revenue in the original budget, providing a budget variance in 'other revenue'.

# STATEMENT OF FINANCIAL POSITION CURRENT REPORT PERIOD (2018–19)

		30 June 2019	30 June 2018	Original Budget 30 June 2019
	Notes	\$'000	\$'000	\$'000
<b>ASSETS</b>				
<b>Financial assets</b>				
Cash and Cash Equivalents	2.1A	707	2,455	231
Trade and Other Receivables	2.1B	3,893	5,863	5,795
<b>Total Financial Assets</b>		<b>4,600</b>	8,318	6,026
<b>Non-financial assets</b>				
Land and Buildings	2.2A	2,749	78	1,196
Property, Plant and Equipment	2.2A	395	328	468
Intangibles	2.2A	495	259	317
Inventories		136	102	100
Other Non-Financial Assets		243	45	101
<b>Total Non-Financial Assets</b>		<b>4,018</b>	812	2,182
<b>Total Assets</b>		<b>8,618</b>	9,130	8,208
<b>LIABILITIES</b>				
<b>Payables</b>				
Suppliers	2.3A	1,026	1,871	1,844
Other Payables	2.3B	285	294	109
<b>Total Payables</b>		<b>1,311</b>	2,165	1,953
<b>Provisions</b>				
Employee Provisions	4.1A	2,688	2,165	1,688
<b>Total Provisions</b>		<b>2,688</b>	2,165	1,688
<b>Total Liabilities</b>		<b>3,999</b>	4,330	3,641
<b>Net Assets</b>		<b>4,619</b>	4,800	4,567
<b>EQUITY</b>				
Contributed equity		4,788	4,658	4,548
Reserves		253	253	253
Accumulated deficit		(422)	(111)	(234)
<b>Total Equity</b>		<b>4,619</b>	4,800	4,567

The above statement should be read in conjunction with the accompanying notes.

# Budget Variances Commentary

## Statement of Financial Position

1. Cash on hand at the end of the financial year was higher than budget due to large user pays client payments received at the end of June 2019.
2. The timing of client contract payments at the end of financial year, along with the use of current and prior year appropriations during the year, has contributed to the decrease in trade and other receivables compared to budget.
3. The primary variance in non-financial assets relates to the cost of the new office fitout. Increased headcount required additional leased space which was not considered in the budget.
4. The balance of other payables is higher than budget due to unearned revenue received from the Department of Health in May and staff salaries and wages accrual for the last pay in June.
5. Employee provisions are higher than expected due to leave transferred in for new staff not budgeted for.

# STATEMENT OF CHANGES IN EQUITY CURRENT REPORT PERIOD (2018–19)

	30 June 2019	30 June 2018	Original Budget 30 June 2019
	\$'000	\$'000	\$'000
<b>Opening balance</b>			
Balance Carried Forward from Previous Period	4,658	3,460	4,418
<b>Contributions by owners</b>			
Equity injection – Appropriations	-	826	-
Departmental capital budget	130	372	130
<b>Total transactions with owners</b>	130	1,198	130
<b>Closing balance as at 30 June</b>	4,788	4,658	4,548
<b>RETAINED EARNINGS</b>			
<b>Opening balance</b>			
Balance carried forward from previous period	(111)	349	106
<b>Comprehensive income</b>			
Deficit for the period	(311)	(460)	(340)
<b>Total comprehensive income</b>	(311)	(460)	(340)
<b>Closing balance as at 30 June</b>	(422)	(111)	(234)
<b>ASSET REVALUATION RESERVE</b>			
<b>Opening balance</b>			
Balance carried forward from previous period	253	253	253
<b>Closing balance as at 30 June</b>	253	253	253
<b>TOTAL EQUITY</b>			
<b>Opening balance</b>			
Balance carried forward from previous period	4,800	4,062	4,777
Adjusted Opening Balance	-	-	-
<b>Comprehensive income</b>			
Total Comprehensive Income	(311)	(460)	(340)
Equity injection – Appropriations	-	826	-
Departmental capital budget	130	372	130
Total transactions with owners	130	1,198	130
<b>Closing Balance as at 30 June</b>	4,619	4,800	4,567

The above statement should be read in conjunction with the accompanying notes.





# Accounting Policy

## Equity Injections

Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) and Departmental Capital Budgets (DCBs) are recognised directly in contributed equity in that year.

# CASH FLOW STATEMENT CURRENT REPORT PERIOD (2018–19)

	30 June 2019	30 June 2018	Original Budget 30 June 2019
Notes	\$'000	\$'000	\$'000
<b>OPERATING ACTIVITIES</b>			
<b>Cash received</b>			
Appropriations	16,258	14,345	17,240
Sale of goods and rendering of services	2,419	4,324	2,329
Net GST received	715	288	441
Other	358	1,006	-
<b>Total Cash Received (OPERATING ACTIVITIES)</b>	<b>19,750</b>	<b>19,963</b>	<b>20,010</b>
Employees	9,870	7,286	10,741
Suppliers	9,295	10,422	7,569
<b>Total Cash Used for (OPERATING ACTIVITIES)</b>	<b>19,165</b>	<b>17,708</b>	<b>18,310</b>
<b>Net Cash from OPERATING ACTIVITIES</b>	<b>585</b>	<b>2,255</b>	<b>1,700</b>
<b>INVESTING ACTIVITIES</b>			
<b>Total Cash Received (INVESTING ACTIVITIES)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Purchase of Property, Plant and Equipment	3,132	177	1,830
Purchase of Intangibles	314	165	-
<b>Total Cash Used (INVESTING ACTIVITIES)</b>	<b>3,446</b>	<b>342</b>	<b>1,830</b>
<b>Net Cash from INVESTING ACTIVITIES</b>	<b>(3,446)</b>	<b>(342)</b>	<b>(1,830)</b>
Purchase of Property, Plant and Equipment			
Purchase of Intangibles			
<b>FINANCING ACTIVITIES</b>			
<b>Cash received</b>			
Contributed equity	1,113	311	130
<b>Total Cash Received (FINANCING ACTIVITIES)</b>	<b>1,113</b>	<b>311</b>	<b>130</b>
<b>Total Cash Used (FINANCING ACTIVITIES)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Cash from FINANCING ACTIVITIES</b>	<b>1,113</b>	<b>311</b>	<b>130</b>
Cash and cash equivalents at the beginning of the reporting period	2,455	231	231
<b>Cash at the End of the Reporting Period</b>			
Cash at the End of the Reporting Period	2.1A	2,455	231

The above statement should be read in conjunction with the accompanying notes.

# Budget Variances Commentary

## Cash Flow Statement

1. Cash received through appropriations is lower than budget as a result of June salary accruals and suppliers expenses not due to be paid until July. Other cash received is higher than expected primarily due to unbudgeted funding received from the Department of Health for the Sport Integrity Program.
2. The variance in cash used for employees was due to lower than expected average staffing levels across the year.
3. Cash used for suppliers is higher than budget partly as a result of increased labour hire contracts to account for lower than expected staffing levels.
4. The variance in total cash used by investing activities is due to the increased cost of the new office fitout.
5. Contributed equity is higher than expected due to the drawdown of appropriation for the new office fitout.

# NOTES TO AND FORMING PART OF FINANCIAL STATEMENTS

## Overview

### Objectives of the Australian Sports Anti-Doping Authority

The Australian Sports Anti-Doping Authority (ASADA) is an Australian Government controlled not-for-profit entity. ASADA's 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 (NAD) scheme.

ASADA is structured to meet the following outcome:

Outcome 1: Protection of the health of athletes and the integrity of Australian sport, including through engagement, deterrence, detection and enforcement to minimise the risk of doping.

ASADA activities contributing towards this outcome are classified as departmental. Departmental activities involve the use of assets, liabilities, income and expenses controlled or incurred by ASADA in its own right.

In Budget 2019–20, the Government announced the establishment of a new, single national sport integrity agency, Sport Integrity Australia. The new agency will bring together all functions of the Australian Sports Anti-Doping Authority (ASADA), the National Integrity of Sport Unit from the Department of Health, and the national sport integrity functions of Sport Australia. With the passing of legislation, it is anticipated that the new entity will commence operation on 1 July 2020.

### The Basis of Preparation

The financial statements are general purpose financial statements and are required by section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

- a) Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR); and
- b) Australian Accounting Standards and Interpretations – Reduced Disclosure Requirements, issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars.

## New Accounting Standards

The Australian Accounting Standards Board (AASB) has issued a number of new standards, amendments to standards and interpretations that are effective for future reporting periods.

Standard/ Interpretation	Application date for ASADA	Likely impact on initial application
AASB 9 Financial Instruments	1-Jul-18	Application of the new standard has had no impact on the carrying balance of ASADA's financial instruments.
AASB 16 Leases	1-Jul-19	Will require ASADA to recognise a right-of-use asset and a lease liability on the balance sheet in 2019–20 to the value of approximately \$2.7m for the 10 year lease that commenced in December 2018.
AASB 15 Revenue from Contracts with Customers	1-Jul-19	There will be minimal impact for ASADA when applying the new standard.

## Taxation

ASADA is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

## Events After the Reporting Period

No events have occurred after balance date that should be brought to account or noted in the 2018–19 financial statements.

## Budget Variances Commentary

The primary statements include a comparison of the original budget as presented in the 2018–19 Portfolio Budget Statements (PBS) to ASADA's 2018–19 financial outcome in accordance with Australian Accounting Standards. The budget has not been subject to audit.

## Quantifiable and Unquantifiable Contingent Assets and Liabilities

At 30 June 2019, the entity had no quantifiable contingent assets or liabilities (2017–18 Nil).

At 30 June 2019, ASADA had one ongoing legal matter that may eventuate in ASADA either having to pay or being awarded associated costs. The amount is unable to be quantified, or estimated as either an asset or liability (2017–18 Nil).

# 1.1A: EMPLOYEE BENEFITS

	2019	2018
	\$'000	\$'000
Wages and salaries	7,287	5,961
Superannuation		
Defined contribution plans	755	549
Defined benefit plans	487	472
Leave and other entitlements	1,369	902
<b>Total employee benefits</b>	<b>9,898</b>	<b>7,884</b>

Total Average Staffing Levels in 2019 were 68 (2017–18: 50).

## Accounting Policy

Accounting policies for employee related expenses are contained in the people and relationships section.

## 1.1B: SUPPLIERS

	2019	2018
	\$'000	\$'000
<b>Goods and services supplied or rendered</b>		
Consultants	343	173
Contractors	2,358	1,894
Committee expenses	289	267
Freight and postage	172	200
HR – recruitment and training	448	433
Legal	291	182
Testing – sample analysis, storage and external collection expenses	3,921	4,224
Travel	1,068	1,040
IT services	803	559
Other suppliers	620	547
<b>Total goods and services supplied or rendered</b>	<b>10,313</b>	<b>9,519</b>
Goods supplied	230	157
Services rendered	10,083	9,362
<b>Total goods and services supplied or rendered</b>	<b>10,313</b>	<b>9,519</b>
<b>Other suppliers</b>		
Operating lease rentals	477	537
Workers compensation expenses	27	22
<b>Total other suppliers</b>	<b>504</b>	<b>559</b>
<b>Total suppliers</b>	<b>10,817</b>	<b>10,078</b>

### Accounting Policy

Operating lease payments are expensed on a straight-line basis which is representative of the pattern of benefits derived from the leased assets.



## Leases for Office Accommodation

ASADA entered into a ten year lease (with a further two year option) on 8 December 2018. The new lease payments are \$309,000 per annum, subject to annual increases of 3.5%, with an independent market based rental assessment after five years.

ASADA's current leasing agreements do not include any provision for restoration obligations.

Commitments for minimum lease payments in relation to non-cancellable operating leases are as follows:

	2019	2018
	\$'000	\$'000
Within 1 year	308	4
Between 1 to 5 years	1,347	-
More than 5 years	1,966	-
<b>Total operating lease commitments</b>	<b>3,621</b>	<b>4</b>

## 1.2A: OWN-SOURCE REVENUE AND GAINS

	2019	2018
<b>Sale of goods and rendering of services</b>	<b>\$'000</b>	<b>\$'000</b>
Sample Collection and Testing services	2,165	4,100
<b>Total sale of goods and rendering of services</b>	<b>2,165</b>	<b>4,100</b>

## Accounting Policy

### Rendering of Services

Revenue from the rendering of services is recognised by reference to the stage of completion of contracts at the reporting date. The revenue is recognised when the amount of revenue, stage of completion and transaction costs incurred can be reliably measured; and the probable economic benefits associated with the transaction will flow to ASADA.

The stage of completion of contracts at the reporting date is determined by reference to the proportion that costs incurred to date bear to the estimated total costs of the transaction. Receivables for goods and services, have 30 day terms and are recognised at the nominal amounts due less any impairment allowance account. Based on historical observed default rates, ASADA has assessed the expected credit loss for trade receivables as Nil (2017–18 Nil).

## 1.2B: OTHER REVENUE

	2019	2018
	\$'000	\$'000
Resources received free of charge		
– Australian Sports Drug Testing Laboratory	2,860	-
Resources received free of charge		
– remuneration of auditors – ANAO	31	31
Gold Coast Commonwealth Games	-	300
Athlete Biological Passport Program	-	325
Other revenue	248	381
<b>Total other revenue</b>	<b>3,139</b>	<b>1,037</b>

### Accounting Policy

#### Resources Received Free of Charge

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

## 1.2C: REVENUE FROM GOVERNMENT

	2019	2018
	\$'000	\$'000
<b>Appropriations</b>		
Departmental appropriations	15,540	12,615
<b>Total revenue from Government</b>	<b>15,540</b>	12,615

### Accounting Policy

#### Revenue from Government

Amounts appropriated for departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as Revenue from Government when ASADA gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned.

## 2.1A: CASH AND CASH EQUIVALENTS

	2019	2018
	\$'000	\$'000
Cash on hand or on deposit	707	2,455
<b>Total cash and cash equivalents</b>	<b>707</b>	2,455

## 2.1B: TRADE AND OTHER RECEIVABLES

	2019	2018
	\$'000	\$'000
<b>Goods and services receivables</b>		
Goods and services	597	878
GST receivable from the Australian Taxation Office	50	38
<b>Total goods and services receivables</b>	<b>647</b>	916
<b>Appropriations receivables</b>		
Appropriation receivable	3,246	4,947
<b>Total appropriations receivables</b>	<b>3,246</b>	4,947
<b>Total trade and other receivables (gross)</b>	<b>3,893</b>	5,863
<b>Less impairment allowance</b>	-	-
<b>Total trade and other receivables (net)</b>	<b>3,893</b>	5,863

Credit terms for goods and services were within 30 days (2017–18: 30 days).

### Accounting Policy

#### Trade Receivables

Trade receivables, loans and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest, that are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

Receivables for goods and services, which have 30 day terms, are recognised at the nominal amounts due less any impairment allowance account. The collectability of debts is reviewed at end of the reporting period. Based on historical observed default rates, ASADA has assessed the expected credit loss for trade receivables as Nil (2017–18 Nil).

#### Appropriation Receivable

Appropriations receivable are recognised at their nominal amounts.

#### Financial Assets

All financial assets are held at fair value, with all movements captured in the surplus/(deficit).

## 2.2A: RECONCILIATION OF THE OPENING AND CLOSING BALANCES OF PROPERTY, PLANT AND EQUIPMENT AND INTANGIBLES

	Buildings/ Leasehold Improvements	Property, Plant and equipment	Computer Software <sup>1</sup>	Total
	\$'000	\$'000	\$'000	\$'000
<b>As at 1 July 2018</b>				
Gross book value	371	587	777	1,735
Accumulated depreciation, amortisation and impairment	(293)	(259)	(518)	(1,070)
<b>Total as at 1 July 2018</b>	<b>78</b>	<b>328</b>	<b>259</b>	<b>665</b>
<b>Additions</b>				
Purchase	2,841	213	345	3,399
Impairments recognised in net cost of services	-	-	-	-
Depreciation and amortisation	(170)	(138)	(109)	(417)
<b>Disposals</b>				
Disposal of de-commissioned fitout	(293)	(32)	-	(325)
Write back of accumulated depreciation	293	24	-	317
<b>Total as at 30 June 2019</b>	<b>2,749</b>	<b>395</b>	<b>495</b>	<b>3,639</b>
<b>Total as at 30 June 2019 represented by</b>				
Gross book value	2,919	768	1,122	4,809
Accumulated depreciation, amortisation and impairment	(170)	(373)	(627)	(1,170)
<b>Total as at 30 June 2019</b>	<b>2,749</b>	<b>395</b>	<b>495</b>	<b>3,639</b>

1. The carrying amount of computer software included \$5,000 of purchased software and \$490,000 of internally generated software.

# Accounting Policy

Fair values for each class of asset are determined as shown below:

Asset Class	Fair value measures at:
Leasehold improvements	Depreciated replacement cost
Plant and equipment	Market selling price

Following initial recognition at cost, property, plant and equipment are carried at fair value. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the asset's fair value as at the reporting date.

## Acquisition of assets

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor accounts immediately prior to the restructuring.

## Asset Recognition Threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than \$2,000 for plant and equipment and \$5,000 for leasehold improvements, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

## Revaluations

Following initial recognition at cost, property, plant and equipment are carried at fair value. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets. The most recent independent valuation was conducted by Australian Valuation Solutions as at 30 June 2016. The majority of ASADA assets are less than 24 months old, therefore the next valuation is due to be undertaken in 2020.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

## Depreciation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to ASADA using the straight-line method of depreciation. Leasehold improvements are depreciated over the lesser of the estimated useful life of the improvement or the lease term.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current or current and future reporting periods, as appropriate. Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

	2019	2018
Leasehold improvements	Lease term	Lease term
Plant and Equipment and Furniture and Fittings	3 to 10 years	3 to 10 years

## Impairment

All assets were assessed for impairment at 30 June 2019. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the entity were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

No indicators of impairment were found.

## De-recognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

## Intangibles

ASADA's intangibles comprise off-the-shelf software and internally developed associated enhancement costs. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Software is amortised on a straight-line basis over its anticipated useful life. The useful life of ASADA's software is 3 to 5 years (2017–18: 3 to 5 years).

All software assets were assessed for indications of impairment as at 30 June 2019. No indications of impairment were found.



## 2.3A: SUPPLIERS

	2019	2018
	\$'000	\$'000
Trade creditors and accruals	1,026	1,871
<b>Total suppliers</b>	<b>1,026</b>	<b>1,871</b>

## 2.3B: OTHER PAYABLES

	2019	2018
	\$'000	\$'000
Salaries and wages	144	102
Superannuation	22	14
Other	119	178
<b>Total other payables</b>	<b>285</b>	<b>294</b>

### Accounting Policy

#### Financial Liabilities

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced). Supplier and other payables are derecognised on payment.

ASADA's policy is to settle all supplier payments in accordance with Commonwealth Government policy or within contracted settlement terms.

#### Paid Parental Leave Scheme

ASADA did not receive any amounts under Paid Parental Leave Scheme.

## 3.1A: ANNUAL APPROPRIATIONS (‘RECOVERABLE GST EXCLUSIVE’)

Annual Appropriations for 2019					
	Annual appropriation <sup>1</sup>	Adjustments to appropriation <sup>2</sup>	Total appropriation	Appropriation applied in 2019 (current and prior years)	Variance <sup>3</sup>
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Departmental</b>					
Ordinary annual services	15,540	2,777	18,317	19,165	(848)
Capital Budget <sup>4</sup>	130	-	130	1,113	(983)
Other services					
Equity Injections	-	-	-	-	-
<b>Total</b>	<b>15,670</b>	<b>2,777</b>	<b>18,447</b>	<b>20,278</b>	<b>(1,831)</b>

1. No amounts were withheld under Section 51 of the PGPA Act.
2. Adjustments represent PGPA Act Section 74 receipts.
3. The variance in appropriations and appropriations applied in 2018–19 is a result of a combination of fitout works utilising prior year appropriations, and the net movement in receivables, employee provisions and other revenue amounts.
4. Departmental Capital Budgets are appropriated through Appropriation Acts (No.1,3,5). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.

## Annual Appropriations for 2018

	Annual appropriation <sup>1</sup>	Adjustments to appropriation <sup>2</sup>	Total appropriation	Appropriation applied in 2018 (current and prior years)	Variance <sup>3</sup>
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Departmental</b>					
Ordinary annual services	12,615	5,330	17,945	17,708	237
Capital Budget <sup>4</sup>	372	-	372	311	61
Other services					
Equity Injections	826	-	826	-	826
<b>Total</b>	<b>13,813</b>	<b>5,330</b>	<b>19,143</b>	<b>18,019</b>	<b>1,124</b>

1. The allocation of amounts between capital and operating is set out in the 2017–18 Portfolio Budget Statement as there is no itemisation in appropriation acts. A re-allocation of \$240,000 from departmental capital to departmental operating was approved by the Finance Minister on 19/1/2018. As re-allocations between capital and operating are not permitted under accounting standards, they have not been reflected in this appropriation note. No amounts were withheld under Section 51 of the PGPA Act.
2. Adjustments represent PGPA Act Section 74 receipts.
3. The variance in appropriations and appropriations applied in 2017–18 is a result of a combination of a delay in the commencement of fitout works and the net movement in receivables, employee provisions and other revenue amounts.
4. Departmental Capital Budgets are appropriated through Appropriation Acts (No.1,3,5). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.

## 3.1B: UNSPENT ANNUAL APPROPRIATIONS ('RECOVERABLE GST EXCLUSIVE')

	2019	2018
	\$'000	\$'000
<b>Departmental</b>		
Appropriation Act No.1 2016–17	-	371
Appropriation Act No.1 2017–18	-	3,750
Appropriation Act No.2 2017–18	-	826
Appropriation Act No.1 2018–19	3,116	-
Appropriation Act No.1 2018–19 (DCB)	130	-
Cash and Cash Equivalents	707	2,455
<b>Total</b>	<b>3,953</b>	<b>7,402</b>

## 4.1A: EMPLOYEE PROVISIONS

	2019	2018
	\$'000	\$'000
Leave	2,688	2,165
<b>Total employee provisions</b>	<b>2,688</b>	<b>2,165</b>

### Accounting policy

Liabilities for short-term employee benefits and termination benefits expected within twelve months of the end of the reporting period are measured at their nominal amounts.

Other long-term employee benefits are measured as net total of the present value of the defined benefit obligation at the end of the reporting period minus the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.

## Leave

The liability for employee benefits includes provision for annual leave and long service leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including ASADA's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave has been determined by reference to the Financial Reporting Rule using the shorthand method. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

## Separation and Redundancy

Provision is made for separation and redundancy benefit payments. ASADA recognises a provision for terminations when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out the terminations.

## Superannuation

ASADA's staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), or the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government. The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

ASADA makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government and accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June represents outstanding contributions.

## 4.2: KEY MANAGEMENT PERSONNEL REMUNERATION

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of ASADA, directly or indirectly. ASADA has determined the key management personnel to be the Chief Executive Officer (CEO), and officers that directly report to the CEO with substantial decision making responsibilities. Key management personnel remuneration is reported in the table below:

	2019	2018
	\$'000	\$'000
Short-term employee benefits	765	645
Post-employment benefits	112	94
Other long-term employee benefits	20	16
<b>Total key management personnel remuneration expenses<sup>1</sup></b>	<b>897</b>	<b>755</b>

ASADA has 3 key management personnel positions. The total number of key management personnel working in these positions during the financial year that are included in the above table is 3 (2017–18: 5).

1. The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by ASADA.
2. The 2018 comparative figure for other long-term employee benefits has been restated due to incorrectly including prior year leave balance transfers in and out of the agency for KMP's during the year. The balances previously reported in the financial statements were:

	2018
	\$'000
Short-term employee benefits	619
Post-employment benefits	94
Other long-term employee benefits	107
<b>Total key management personnel remuneration expenses</b>	<b>820</b>

## 4.3: RELATED PARTY DISCLOSURES

### Related Party Partnerships

ASADA is an Australian Government controlled entity. ASADA's related parties are its Key Management Personnel (KMP) including the Portfolio Minister, close family members of KMP, other entities controlled by KMP and/or close family members, and other Australian Government entities.

### Transactions with related parties

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions include the payment or refund of taxes, receipt of a Medicare rebate or higher education loans. These transactions have not been separately disclosed in this note.

ASADA transacts with other Australian Government controlled entities consistent with normal day-to-day business operations provided under normal terms and conditions. Such transactions include the purchase of corporate, analytical, legal and insurance services.

Note 4.1 Employee Provisions provides details on superannuation arrangements with the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), and the PSS accumulation plan (PSSap).



## 4.4: AGGREGATE ASSETS AND LIABILITIES

	2019	2018
	\$'000	\$'000
<b>Assets expected to be recovered in:</b>		
No more than 12 months	4,979	8,465
More than 12 months	3,639	665
<b>Total assets</b>	<b>8,618</b>	<b>9,130</b>
<b>Liabilities expected to be settled in:</b>		
No more than 12 months	2,147	2,777
More than 12 months	1,852	1,553
<b>Total liabilities</b>	<b>3,999</b>	<b>4,330</b>





# 06

## ANTI-DOPING RULE VIOLATION PANEL

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# OVERVIEW

The Anti-Doping Rule Violation Panel (ADRVP) was established on 1 January 2010 under section 40 of the *Australian Sports Anti-Doping Authority Act 2006* (ASADA Act).

## FUNCTIONS

Section 41 of the ASADA Act sets out the ADRVP's functions. Section 13A(1A) authorises ADRVP members to perform functions associated with disclosure notices.

Clauses 4.08, 4.09, 4.09A and 4.10 of the National Anti-Doping (NAD) scheme (in Schedule 1 to the *Australian Sports Anti-Doping Authority Regulations 2006* (ASADA Regulations)) authorise the ADRVP to consider whether there has been possible anti-doping rule violations by participants, and to make assertions in relation to those participants.

## MEMBERS

### Chair

- ◆ Professor Andrew McLachlan AM

### Members

- ◆ Mr Paul Carey
- ◆ Professor Peter Fricker OAM
- ◆ Dr Diana Robinson
- ◆ Ms Zali Steggall OAM<sup>19</sup>
- ◆ Mr Stuart Thorn PSM

---

<sup>19</sup> Zali Steggall resigned from the Anti-Doping Rule Violation Panel, effective 18 April 2019.

# MEETINGS

The ADRVP held 27 meetings during 2018–19.

Table 12: Meeting of ADRVP members

Position	Name	Appointment expires	Meetings attended
Chair	Professor Andrew McLachlan AM	7 December 2020	25
Member	Paul Carey	14 April 2020	25
Member	Professor Peter Fricker OAM	2 April 2020	19
Member	Dr Diana Robinson	3 October 2019	24
Member	Zali Steggall OAM	N/A	17
Member	Stuart Thorn PSM	14 April 2020	26

# RESOURCES

The ADRVP is funded from the ASADA appropriation.

Table 13: ADRVP expenses 2018–19

ADRVP expenses	(\$' 000's)
Members' and professional fees	72
Meetings	2
Administration and communication	0
<b>Total</b>	<b>74</b>







# 07 ASDMAC

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# OVERVIEW

The Australian Sports Drug Medical Advisory Committee (ASDMAC) is established under section 51 of the *Australian Sports Anti-Doping Authority Act 2006* (ASADA Act).

## FUNCTIONS

Part 3 of the *Australian Sports Anti-Doping Authority Regulations 2006* (ASADA Regulations) and Part 5 of the National Anti-Doping (NAD) scheme (Schedule 1 to the ASADA Regulations) sets out ASDMAC's functions. The Committee performs those functions in accordance with the World Anti-Doping Code, the International Standard for Therapeutic Use Exemptions (ISTUE) and the ASADA Act.

## ASDMAC MEMBERS

### Chair

- ◆ Dr Susan White AM MBBS (Hons), FACSEP AM, Fellow Monash

### Members

- ◆ Assoc. Prof Carolyn Broderick MBBS (Hons), FACSEP, PhD
- ◆ Dr David Humphries MB BS (Hons), FACSEP, FFSEM (UK)
- ◆ Dr Andrew Potter MBBS, DRCOG, FACSEP, FASMF
- ◆ Dr Anik Shawdon MBBS, FACSEP, Diploma Sports Medicine (London)
- ◆ Dr Larissa Trease BMedSci (Hons), MBBS (Hons) FACSEP
- ◆ Dr Mark Young MBBS, FACSEP, DRCOG



# ASDMAC REVIEW PANEL

The ASDMAC Review Panel, established in 2015 under the revised World Anti-Doping Code, provides a process for athletes to appeal ASDMAC's decision to reject their TUE application. The panel reviews these TUE decisions in accordance with the criteria set out in the World Anti-Doping Code and ISTUE.

## Members

- ◆ Dr Grace Bryant OAM MBBS, Grad Dip Sports Sc, FASMF, FACSEP, FFESM (UK)
- ◆ Dr Kylie Shaw MBChB, M.Sp.Med., FACSP
- ◆ Dr Geoffrey Thompson MBBS, FACSEP

## MEETINGS

In addition to the four face-to-face meetings, ASDMAC holds weekly electronic meetings to assess any TUE applications received.

Table 14: Meetings of ASDMAC members

Position	Name	Appointment ends	Meetings attended
Chair	Dr Susan White	24 March 2020	4
Member	Assoc. Prof Carolyn Broderick	26 July 2021	4
Member	Dr David Humphries	26 July 2020	4
Member	Dr Andrew Potter	26 July 2021	4
Member	Dr Anik Shawdon	24 March 2022	4
Member	Dr Larissa Trease	26 July 2021	4
Member	Dr Mark Young	24 March 2022	1

Table 15: Meetings of ASDMAC Review Panel members

Position	Name	Appointment ends	Meetings attended
Member	Dr Grace Bryant OAM	30 July 2021	1
Member	Dr Kylie Shaw	26 July 2020	1
Member	Dr Geoffrey Thompson	24 March 2022	1

# RESOURCES

ASDMAC is funded from ASADA appropriation.

Table 16: ASDMAC expenses 2018–19

<b>ASDMAC expenses</b>	<b>(\$) 000's</b>
Members' and professional fees	191
Meetings and conferences	15
Administration and communication	48
<b>Total</b>	<b>254</b>

Table 17: Therapeutic Use Exemption applications

<b>TUE applications</b>	<b>2016–17</b>	<b>2017–18</b>	<b>2018–19</b>
Approved	133	169	145
Closed	25	30	26
Pending	4	7	6
Rejected	3	2	1
Approval not required	50	43	33
Planned retroactive	44	39	35
Recognised by ASDMAC	-	1	-
<b>Total</b>	<b>259</b>	<b>291</b>	<b>246</b>

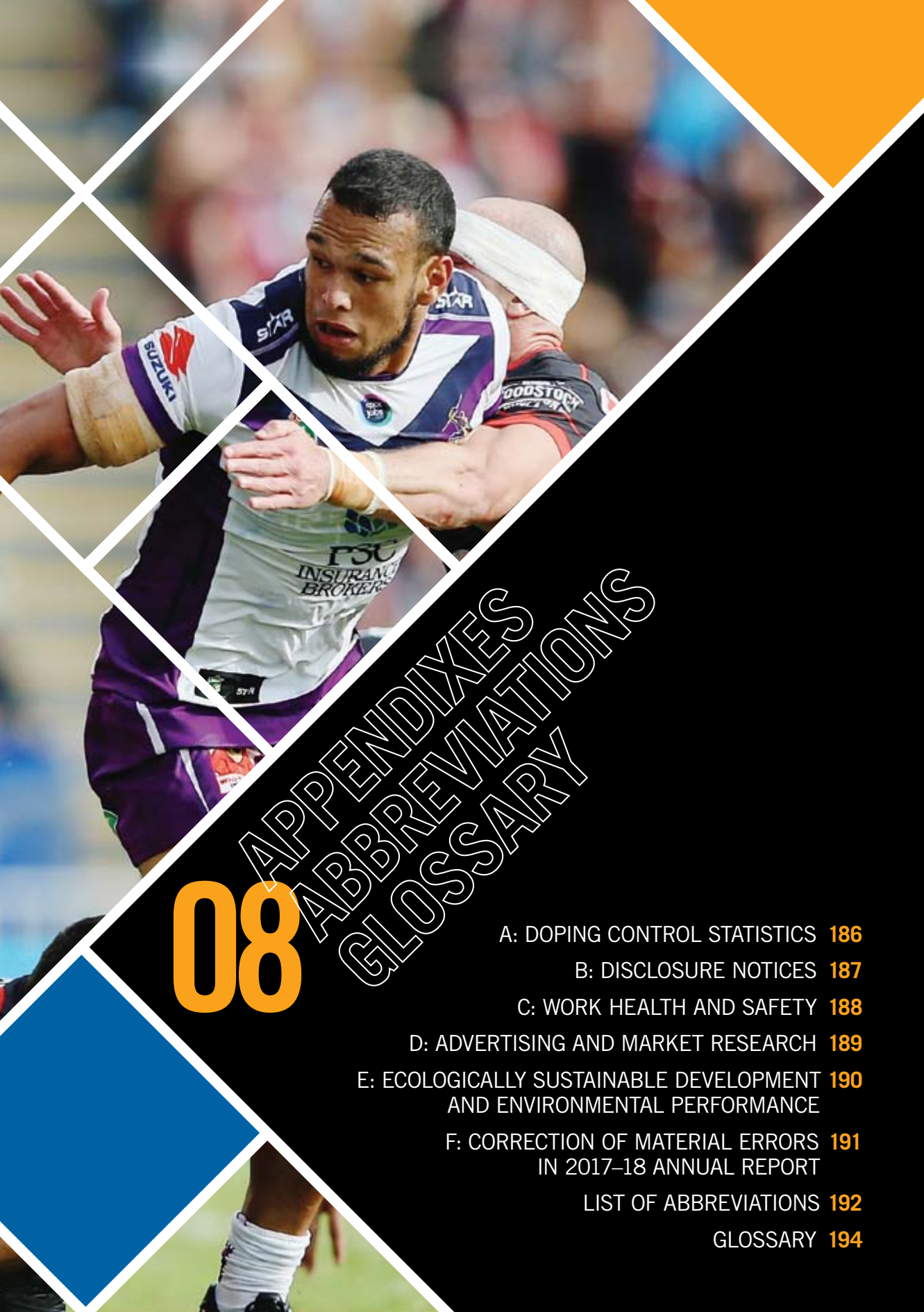
# THERAPEUTIC USE EXEMPTION REVIEWS

Table 18: TUE reviews 2018–19

	2018–19
ASDMAC decision upheld	0
ASDMAC decision overturned	0
<b>Total TUE appeals</b>	<b>0</b>







# 08

## APPENDIXES ABBREVIATIONS GLOSSARY

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# A: DOPING CONTROL STATISTICS

Table 19: Doping control statistics since 2001–02

Year	In-comp		Out-of-comp		Total	User-pays		Govt-funded	
	No.	%	No.	%	No.	No.	%	No.	%
2001–02	2,486	36%	4,383	64%	<b>6,869</b>	3,020	44%	3,849	56%
2002–03	1,960	31%	4,303	69%	<b>6,263</b>	2,707	43%	3,556	57%
2003–04	2,443	37%	4,172	63%	<b>6,615</b>	2,819	43%	3,796	57%
2004–05	1,741	28%	4,393	72%	<b>6,134</b>	2,285	37%	3,849	63%
2005–06	2,814	37%	4,771	63%	<b>7,585</b>	3,038 <sup>^</sup>	40%	4,547 <sup>^^</sup>	60%
2006–07	2,916	42%	4,037	58%	<b>6,953</b>	2,376 <sup>^^^</sup>	38%	4,264	62%
2007–08	3,168	48%	3,469	52%	<b>6,637</b>	2,395	36%	4,242	64%
2008–09	3,122	42%	4,376	58%	<b>7,498</b>	3,286	44%	4,212	56%
2009–10	2,591	39%	4,113	61%	<b>6,704</b>	2,876	43%	3,828	57%
2010–11	2,749	39%	4,341	61%	<b>7,090</b>	3,225	45%	3,865	55%
2011–12	2,640	37%	4,556	63%	<b>7,196</b>	3,200	44%	3,996	56%
2012–13	2,421	33%	4,955	67%	<b>7,376</b>	3,209	44%	4,167	56%
2013–14	2,215	34%	4,325	66%	<b>6,540</b>	3,037	47%	3,503	53%
2014–15	1,673	33%	3,468	67%	<b>5,141</b>	2,404	47%	2,737	53%
2015–16	1,965	33%	4,057	67%	<b>6,022</b>	2,969	49%	3,053	51%
2016–17	1,779	31%	3,879	69%	<b>5,658</b>	2,629	46%	3,029	54%
2017–18	1,635	31%	3,570	69%	<b>5,205</b>	2,232	43%	2,973	57%
2018–19	1,780	32%	3,743	68%	<b>5,523</b>	2,648	48%	2,875	52%

<sup>^</sup> Includes 1,005 user-pays tests conducted at the Melbourne 2006 Commonwealth Games.

<sup>^^</sup> Government-funded tests for 2005–06 included 282 tests conducted under a specific Australian Government-funded testing program in connection with the Melbourne 2006 Commonwealth Games.

<sup>^^^</sup>Excludes 313 samples collected during the Melbourne 2007 FINA World Swimming Championships.



## B: DISCLOSURE NOTICES

Description	2018–19 outcome
The number of disclosure notices given in the financial year.	<p>33 disclosure notices were given to 11 individuals or entities.</p> <p>A number of individuals received more than one notice (e.g. one to attend an interview, one to produce documents or things, and one to provide information). Four people received replacement notices in 2018–19 following ASADA's assessment that the initially proposed date, time or location to comply with the notice would cause undue hardship.</p>
The number of proceedings for contraventions of section 13C of the ASADA Act (failure to comply with disclosure notice) that were commenced or concluded in the financial year.	ASADA issued two infringement notices in the reporting period which were both subsequently withdrawn.
The number of proceedings concluded in the financial year in which a person was ordered to pay a civil penalty for contravening section 13C of the ASADA Act.	No proceedings concluded.



# C: WORK HEALTH AND SAFETY

ASADA is strongly committed to the health, safety and wellbeing of all its staff.

ASADA's workplace health and safety (WHS) management arrangements, along with a comprehensive suite of WHS policies and guidelines, are accessible to its staff and form a key component of the employee induction program.

The agency's WHS Committee meets quarterly, ensuring a proactive approach to the health and safety of all staff.

ASADA implements early intervention strategies to provide staff with the best possible opportunity to recover and effectively participate in the work environment.

The agency provides programs promoting health and wellbeing to ongoing and non-ongoing staff, including influenza vaccinations and access to an employee assistance program.

During 2018–19, the following WHS actions were taken:

- ◆ **Comcare presentation**—to Field Staff on WHS and how it related to them (held at the Doping Control Officer conference in October 2018).
- ◆ **ASADA Fatigue Management Policy and hand-washing procedure modification**—developed and implemented the ASADA Fatigue Management Policy and modified the hand-washing procedure for athletes who use catheters following feedback received through the Australian Sports Drug Medical Advisory Committee. Both matters were communicated to Field Staff in March 2019.
- ◆ **Dealing with difficult people and resilience training**—to Field Staff held in Sydney, Canberra, Melbourne, Hobart, Adelaide, Perth, Townsville and Brisbane. An adapted version was presented to Canberra-based staff.
- ◆ **Employee Assistance Provider (EAP)**—a contract for a new EAP provider was finalised.
- ◆ **Comcare information sessions**—provided at the Doping Control Officer conference and to Canberra staff about every employee's role in WHS. The presentations also covered fatigue management.
- ◆ **Fatigue management**—a Fatigue Management Policy was developed, approved by the WHS Committee and implemented.
- ◆ **Domestic violence**—a section in the Leave Policy was developed to cover Domestic Violence leave.
- ◆ **Influenza vaccinations**—were offered to staff via in-house clinic in the Canberra office, or a voucher to take to Priceline Pharmacies across Australia.
- ◆ **Workstation assessments**—were performed on all staff moving into the new Canberra office, along with assessments conducted for remote staff working from home.
- ◆ **A defibrillator**—was purchased and training organised for a number of Canberra office staff.
- ◆ **Return to work rehabilitation plan**—has been implemented for staff on workers compensation, along with Field Staff required to go through return-to-work procedures before returning to work after sickness or injury.

There were no notifiable incidents and no investigations conducted during the reporting period under part 10 of the *Work Health and Safety Act 2011*. No Provisional Improvement Notices were issued.

# D: ADVERTISING AND MARKET RESEARCH

Under section 311A of the *Commonwealth Electoral Act 1918*, ASADA is required to disclose payments for advertising and market research over the reporting threshold of \$13,800 (GST inclusive).

In 2018–19, ASADA’s total reportable expenditure for advertising and market research was \$26,600 (GST inclusive).

ASADA did not undertake any advertising campaigns, polling or direct mail activities.

Table 20: Payments for advertising and market research in 2018–19

Organisation	Service provided	Total cost (\$) (GST inclusive)
Market research—EY Sweeney	Stakeholder research	\$26,600
Total advertising and market research		\$26,600

# E: ECOLOGICALLY SUSTAINABLE DEVELOPMENT AND ENVIRONMENTAL PERFORMANCE

The following information is supplied in accordance with section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act).

## Principles of the legislation

The principles of ecologically sustainable development are set out in section 3A of the EPBC Act. ASADA has considered these principles in relation to its activities and administration, and has taken action as appropriate.

The major effect ASADA has on the environment is the energy-consuming impact of its single office space located in Fyshwick, ACT.

## Measures taken to minimise environmental impact

During 2018–19, ASADA came to the end of its 10-year lease on its existing leased premises. During the year, the agency moved to smaller premises at the same location, reducing its accommodation footprint by one-third from 1,400m<sup>2</sup> to 929m<sup>2</sup>. A full fitout of the new premises was finalised in December 2018, incorporating measures designed to minimise ASADA's environmental impact. These include:

- ◆ the implementation of ASADA Digital Business Strategy aimed at reducing paper use through increased electronic document management
- ◆ the use of energy-efficient fixtures and fittings, using individual sensors, power savers and auto switch-off features
- ◆ providing access to paper recycling bins for all staff
- ◆ turning off computer monitors when they are not in use
- ◆ adopting a Whole-of-Australian-Government electricity contract that includes the use of renewable energy
- ◆ recycling printer ink toner cartridges.

# F: CORRECTION OF MATERIAL ERRORS IN 2017–18 ANNUAL REPORT

The following error was detected after the publication of the *2017–18 Annual Report*.

Page 80—Commonwealth Games Outreach

Figure 31 was incorrectly captioned and should have read: *Commonwealth Games Australia's CEO, Craig Phillips, tries out the anti-doping VR experience.*

ASADA apologises to Mark Peters and Craig Phillips for the error.

# LIST OF ABBREVIATIONS

<b>AAF</b>	Adverse Analytical Finding
<b>AAG</b>	Athlete Advisory Group
<b>ABP</b>	Athlete Biological Passport
<b>ABF</b>	Australian Border Force
<b>ACIC</b>	Australian Criminal Intelligence Commission
<b>ACHPER</b>	Australian Council for Health, Physical Education and Recreation
<b>ADRV</b>	Anti-Doping Rule Violation
<b>ADRVF</b>	Anti-Doping Rule Violation Panel
<b>AFP</b>	Australian Federal Police
<b>AGIS</b>	Australian Government Investigation Standard
<b>AHPRA</b>	Australian Health Practitioner Regulation Agency
<b>ANAO</b>	Australian National Audit Office
<b>APMU</b>	Athlete Passport Management Unit
<b>APS</b>	Australian Public Service
<b>ASADA</b>	Australian Sports Anti-Doping Authority
<b>ASADA Act</b>	<i>Australian Sports Anti-Doping Authority Act 2006</i>
<b>ASADA Regulations</b>	<i>Australian Sports Anti-Doping Authority Regulations 2006</i>
<b>ASDMAC</b>	Australian Sports Drug Medical Advisory Committee
<b>ASDTL</b>	Australian Sports Drug Testing Laboratory
<b>CEO</b>	Chief Executive Officer
<b>CAS</b>	Court of Arbitration for Sport
<b>DCO</b>	Doping Control Officer
<b>DFSNZ</b>	Drug Free Sport New Zealand
<b>DMBA</b>	1,3-Dimethylbutylamine
<b>EPBC Act</b>	<i>Environment Protection and Biodiversity Conservation Act 1999</i>
<b>FOI</b>	Freedom of Information
<b>IADA</b>	International Anti-Doping Arrangement
<b>ICT</b>	Information and Communications Technology
<b>IDI</b>	Inclusion and Development Initiative
<b>IF</b>	International Federation
<b>iNADO</b>	Institute of National Anti-Doping Organisations

<b>IPS</b>	Information Publication Scheme
<b>ISTI</b>	International Standard Testing and Investigations
<b>ISTUE</b>	International Standard for Therapeutic Use Exemptions
<b>ITU</b>	International Triathlon Union
<b>JADA</b>	Japan Anti-Doping Agency
<b>KADA</b>	Korea Anti-Doping Agency
<b>MOU</b>	Memorandum of Understanding
<b>N/A</b>	Not applicable
<b>NADA</b>	Indian National Anti-Doping Agency
<b>NADO</b>	National Anti-Doping Organisation
<b>NISU</b>	National Integrity of Sport Unit (Department of Health)
<b>NSO</b>	National sporting organisation
<b>ORADO</b>	Oceania Regional Anti-Doping Organisation
<b>PBS</b>	Portfolio Budget Statements
<b>PGPA Act</b>	<i>Public Governance, Performance and Accountability Act 2013</i>
<b>PGPA Rule</b>	<i>Public Governance, Performance and Accountability Rule 2014</i>
<b>PIEDS</b>	Performance and image enhancing drugs
<b>RADO</b>	Regional anti-doping organisations
<b>SAR</b>	Scientific Analysis Report
<b>SARM</b>	Selective androgen receptor modulators
<b>SES</b>	Senior Executive Service
<b>SLADA</b>	Sri Lanka Anti-Doping Agency
<b>TAM</b>	Target Athlete Monitoring
<b>TGA</b>	Therapeutic Goods Administration
<b>TOM</b>	Tactical Operations Meeting
<b>TUE</b>	Therapeutic Use Exemption
<b>UC</b>	University of Canberra
<b>USADA</b>	United States Anti-Doping Agency
<b>VR</b>	Virtual reality
<b>WADA</b>	World Anti-Doping Agency
<b>WCC</b>	Workplace Consultative Committee
<b>WHS</b>	Workplace health and safety

# GLOSSARY

## ADAMS

The Anti-Doping Administration and Management System—a web-based database management tool for data entry, storage, sharing and reporting, designed to assist stakeholders and WADA in their anti-doping operations.

## Adverse Analytical Finding

A report from a WADA-accredited or other WADA-approved laboratory that, consistent with the International Standard for Laboratories and related technical documents, identifies in a sample the presence of a prohibited substance or its metabolites or markers (including elevated quantities of endogenous substances) or evidence of the use of a prohibited method.

## APS employee

A person engaged under section 22 of the *Public Service Act 1999* or a person who is engaged as an APS employee under section 72 of the same Act.

## Anti-doping organisation

A signatory is responsible for adopting rules for initiating, implementing or enforcing any part of the doping control process. This includes the International Olympic Committee, the International Paralympic Committee, other major event organisations that conduct testing at their events, WADA, International Federations, and national anti-doping organisations.

## Assertion

A finding by the ADRVP that it is satisfied that there has been a possible anti-doping rule violation by an athlete or athlete support person.

## Athlete

For the purposes of doping control—a person participating in sport at international level or national level or at a lower level if designated by a national anti-doping organisation. For the purposes of anti-doping information and education—a person participating in sport under the authority of any organisation that has signed or accepts the World Anti-Doping Code.

## Athlete Biological Passport

An electronic record of an athlete's biological values that is developed over time from multiple collections of blood or urine samples.



## **Athlete support person**

Any coach, trainer, manager, agent, team staff member, official, medical staff member, paramedic, parent or any other person working with, treating or assisting an athlete participating in or preparing for sports competition.

## **Atypical finding**

A report from a WADA-accredited or other WADA-approved laboratory that requires further investigation as provided by the International Standard for Laboratories or related technical documents before the determination of an Adverse Analytical Finding.

## **Contaminated product**

A product that contains a prohibited substance that is not disclosed on the product label or in information available through a reasonable internet search.

## **Corporate governance**

The process by which entities are directed and controlled. It is generally understood to encompass authority, accountability, stewardship, leadership, direction and control.

## **Doping control**

All steps and processes from test distribution planning through to the conclusion of any appeal, including all steps and processes in between, such as provision of whereabouts information, sample collection and handling, laboratory analysis, TUEs, results management and hearings.

## **Financial results**

The results shown in the financial statements of an entity.

## **Grant**

Commonwealth financial assistance covered by the Commonwealth Grants Rules and Guidelines.

## **In-competition**

The period from 12 hours before a competition in which an athlete is scheduled to participate through to the end of that competition and the related sample collection process (unless provided otherwise in the rules of an international federation or the ruling body of the event in question).

An international federation or ruling body for an event may establish an in-competition period that is different from the normal timeframe.

## **International-level athlete**

An athlete who competes in sport at the international level, as defined by each international federation, consistent with the International Standard for Testing and Investigations.

## **International Standards**

Six standards adopted by WADA in support of the World Anti-Doping Code: the Prohibited List, the International Standard for Testing and Investigations, the International Standard for Laboratories, the International Standard for Therapeutic Use Exemptions, the International Standard for the Protection of Privacy and Personal Information, and the International Standard for Code Compliance by Signatories.

## **Materiality**

Takes into account the planned outcome and the relative significance of the resources consumed in contributing to the achievement of that outcome.

## **National Anti-Doping Organisation**

The entity (or entities) designated by each country as possessing the primary authority and responsibility to adopt and implement anti-doping rules and direct the collection of samples, the management of test results, and the conduct of hearings.

## **National-level athlete**

An athlete who competes in sport at the national level, as defined by each national anti-doping organisation, consistent with the International Standard for Testing and Investigations.

## **No-advance notice test**

A doping control test that takes place with no previous warning to the athlete. The athlete is continuously chaperoned from the moment of notification through to sample provision.

## **Non-analytical positive**

Proof of an anti-doping rule violation other than the presence of a prohibited substance, or its metabolites or markers, in an athlete's sample.

## **Non-ongoing APS employee**

A person engaged as an APS employee under subsection 22(2)(b) or 22(2)(c) of the *Public Service Act 1999*.

## **Ongoing APS employee**

A person engaged as an ongoing APS employee under subsection 22(2)(a) of the *Public Service Act 1999*.

## **Out-of-competition**

Any time other than the in-competition period.

## **Operations**

Functions, services and processes performed in pursuing the objectives or discharging the functions of an entity.

## **Outcomes**

The results, impacts or consequences of actions by the Commonwealth on the Australian community. These should be consistent with those listed in the entity's Portfolio Budget Statements and Portfolio Additional Estimates Statements.

## **Performance information**

Evidence about performance that is collected and used systematically and may relate to appropriateness, effectiveness and efficiency and the extent to which an outcome can be attributed to an intervention. Performance information may be quantitative (numerical) or qualitative (descriptive) and it should be verifiable.

## **Programs**

An activity or group of activities that deliver benefits, services or transfer payments to individuals, industry/business or the community as a whole and are the primary vehicles for Commonwealth entities to achieve the intended results of their outcome statements.

## **Prohibited List**

WADA's list of the substances and methods prohibited in sport.

## **Prohibited method**

Any method on the Prohibited List.

## **Prohibited substance**

Any substance or class of substances on the Prohibited List.

## **Purchaser–provider arrangements**

Arrangements under which the services of one entity are purchased by another entity to contribute to outcomes. These arrangements can occur between Commonwealth entities or between Commonwealth entities and state/territory governments or private sector bodies.

## Registered Testing Pool

The group of highest priority athletes established separately at the international level by international federations and at the national level by national anti-doping organisations. Athletes in the pool are subject to focused in-competition and out-of-competition testing as part of the international federation or national anti-doping organisation's test distribution plan and must, therefore, provide whereabouts information.

## Sample collection

The process of collecting a sample, including notifying the athlete, taking the sample, securing the sample and finalising the paperwork.

## Sample/specimen

Any biological material collected for the purposes of doping control.

## Service charters

It is Australian Government policy that entities that provide services directly to the public have service charters in place. A service charter is a public statement which outlines the service an entity will provide and details what customers can expect from the entity. In particular, the service charter advises what the entity does, how to contact and communicate with the entity, the standard of service that customers can expect, customers' basic rights and responsibilities, and how to provide feedback or make a complaint.

## Strict liability

The World Anti-Doping Code rule that it is not necessary for the anti-doping organisation to establish intent, fault, negligence or knowing use on the athlete's part in order to establish an anti-doping rule violation.

## Target testing

Selection of specific athletes for testing based on criteria in the International Standard for Testing and Investigations.

## Test distribution plan

A document written by an anti-doping organisation that plans testing on athletes over whom it has testing authority, in accordance with the requirements of Article 4 of the International Standard for Testing and Investigations.

## Testing

The parts of the doping control process involving test distribution planning, sample collection, sample handling and sample transport to the laboratory.

## **UNESCO International Convention against Doping in Sport**

An international legal instrument enabling governments to align domestic policy with the World Anti-Doping Code.

## **User-pays testing**

An arrangement where sports, state governments and international federations engage ASADA for a fee to carry out anti-doping testing on their athletes.

## **Violations list**

A list kept by the ASADA CEO of individual doping violation cases. It includes details about the person and the nature and consequences of the violation.

## **Whereabouts**

Location details from athletes who are part of a Registered Testing Pool (RTP) and are, therefore, required to let their anti-doping organisation know where they will be at specific times so they can be tested with no-advance notice. Australian RTP athletes provide their whereabouts information on the World Anti-Doping Agency's Administration and Management System (ADAMS).

## **World Anti-Doping Code**

The document that harmonises regulations regarding anti-doping in sport across all sports and all countries. It provides a framework for anti-doping policies, rules and regulations for sport organisations and public authorities.

## **World Anti-Doping Prohibited List (WADA Prohibited List)**

The World Anti-Doping Agency's list of prohibited substances and methods.





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09

LIST OF REQUIREMENTS – NON-CORPORATE **202**  
COMMONWEALTH ENTITIES

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# LIST OF REQUIREMENTS – NON-CORPORATE COMMONWEALTH ENTITIES

PGPA Rule Reference	Part of Report	Description	Requirement
<b>17AD(g)</b>	<b>Letter of transmittal</b>		
17AI		A copy of the letter of transmittal signed and dated by accountable authority on the date the final text is approved, with a statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report.	Mandatory
<b>17AD(h)</b>	<b>Aids to access</b>		
17AJ(a)		Table of contents.	Mandatory
17AJ(b)		Alphabetical index.	Mandatory
17AJ(c)		Glossary of abbreviations and acronyms.	Mandatory
17AJ(d)		List of requirements.	Mandatory
17AJ(e)		Details of contact officer.	Mandatory
17AJ(f)		Entity's website address.	Mandatory
17AJ(g)		Electronic address of report.	Mandatory
<b>17AD(a)</b>	<b>Review by accountable authority</b>		
17AD(a)		A review by the accountable authority of the entity.	Mandatory
<b>17AD(b)</b>	<b>Overview of the entity</b>		
17AE(1)(a)(i)		A description of the role and functions of the entity.	Mandatory
17AE(1)(a)(ii)		A description of the organisational structure of the entity.	Mandatory
17AE(1)(a)(iii)		A description of the outcomes and programmes administered by the entity.	Mandatory
17AE(1)(a)(iv)		A description of the purposes of the entity as included in the corporate plan.	Mandatory
17AE(1)(aa)(i)		Name of the accountable authority or each member of the accountable authority.	Mandatory
17AE(1)(aa)(ii)		Position title of the accountable authority or each member of the accountable authority.	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AE(1)(aa)(iii)		Period as the accountable authority or member of the accountable authority within the reporting period.	Mandatory
17AE(1)(b)		An outline of the structure of the portfolio of the entity.	Portfolio departments – mandatory
17AE(2)		Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	If applicable, Mandatory
<b>17AD(c) Report on the Performance of the entity</b>			
<b>Annual performance Statements</b>			
17AD(c)(i); 16F		Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory
<b>17AD(c)(ii) Report on Financial Performance</b>			
17AF(1)(a)		A discussion and analysis of the entity's financial performance.	Mandatory
17AF(1)(b)		A table summarising the total resources and total payments of the entity.	Mandatory
17AF(2)		If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	If applicable, Mandatory.
<b>17AD(d) Management and Accountability</b>			
<b>Corporate Governance</b>			
17AG(2)(a)		Information on compliance with section 10 (fraud systems).	Mandatory
17AG(2)(b)(i)		A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared.	Mandatory
17AG(2)(b)(ii)		A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place.	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AG(2)(b)(iii)		A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity.	Mandatory
17AG(2)(c)		An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory
17AG(2)(d) – (e)		A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with Finance law and action taken to remedy non-compliance.	If applicable, Mandatory

### External Scrutiny

17AG(3)		Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory
17AG(3)(a)		Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.	If applicable, Mandatory
17AG(3)(b)		Information on any reports on operations of the entity by the Auditor-General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	If applicable, Mandatory
17AG(3)(c)		Information on any capability reviews on the entity that were released during the period.	If applicable, Mandatory

### Management of Human Resources

17AG(4)(a)		An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory
17AG(4)(aa)		Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: <ul style="list-style-type: none"> <li>(a) statistics on full-time employees</li> <li>(b) statistics on part-time employees</li> <li>(c) statistics on gender</li> <li>(d) statistics on staff location.</li> </ul>	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AG(4)(b)		Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following: <ul style="list-style-type: none"> <li>– Statistics on staffing classification level</li> <li>– Statistics on full-time employees</li> <li>– Statistics on part-time employees</li> <li>– Statistics on gender</li> <li>– Statistics on staff location</li> <li>– Statistics on employees who identify as Indigenous.</li> </ul>	Mandatory
17AG(4)(c)		Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the <i>Public Service Act 1999</i> .	Mandatory
17AG(4)(c)(i)		Information on the number of SES and non-SES employees covered by agreements etc., identified in paragraph 17AG(4)(c).	Mandatory
17AG(4)(c)(ii)		The salary ranges available for APS employees by classification level.	Mandatory
17AG(4)(c)(iii)		A description of non-salary benefits provided to employees.	Mandatory
17AG(4)(d)(i)		Information on the number of employees at each classification level who received performance pay.	If applicable, Mandatory
17AG(4)(d)(ii)		Information on aggregate amounts of performance pay at each classification level.	If applicable, Mandatory
17AG(4)(d)(iii)		Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, Mandatory
17AG(4)(d)(iv)		Information on aggregate amount of performance payments.	If applicable, Mandatory

### Assets Management

17AG(5)		An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	If applicable, mandatory
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### Purchasing

17AG(6)		An assessment of entity performance against the <i>Commonwealth Procurement Rules</i> .	Mandatory
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PGPA Rule Reference	Part of Report	Description	Requirement
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### Consultants

17AG(7)(a)		A summary statement detailing the number of new contracts engaging consultants entered into during the period; the total actual expenditure on all new consultancy contracts entered into during the period (inclusive of GST); the number of ongoing consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting year on the ongoing consultancy contracts (inclusive of GST).	Mandatory
17AG(7)(b)		A statement that “ <i>During [reporting period], [specified number] new consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing consultancy contracts were active during the period, involving total actual expenditure of \$[specified million].</i> ”	Mandatory
17AG(7)(c)		A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.	Mandatory
17AG(7)(d)		A statement that “ <i>Annual reports contain information about actual expenditure on contracts for consultancies. Information on the value of contracts and consultancies is available on the AusTender website.</i> ”	Mandatory

### Australian National Audit Office Access Clauses

17AG(8)		If an entity entered into a contract with a value of more than \$100,000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor’s premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	If applicable, Mandatory
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### Exempt contracts

17AG(9)		If an entity entered into a contract or there is a standing offer with a value greater than \$10,000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	If applicable, Mandatory
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PGPA Rule Reference	Part of Report	Description	Requirement
<b>Small business</b>			
17AG(10)(a)		A statement that “[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance’s website.”	Mandatory
17AG(10)(b)		An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory
17AG(10)(c)		If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that “[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury’s website.”	If applicable, Mandatory
<b>Financial Statements</b>			
17AD(e)		Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory
<b>Executive Remuneration</b>			
17AD(da)		Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2-3 of the Rule.	Mandatory
<b>17AD(f)</b>	<b>Other Mandatory Information</b>		
17AH(1)(a)(i)		If the entity conducted advertising campaigns, a statement that “During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity’s website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance’s website.”	If applicable, Mandatory
17AH(1)(a)(ii)		If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, Mandatory
17AH(1)(b)		A statement that “Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity’s website].”	If applicable, Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AH(1)(c)		Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory
17AH(1)(d)		Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory
17AH(1)(e)		Correction of material errors in previous annual report.	If applicable, mandatory
17AH(2)		Information required by other legislation.	Mandatory



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