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AUSTRALIAN SPORTS DRUG AGENCY

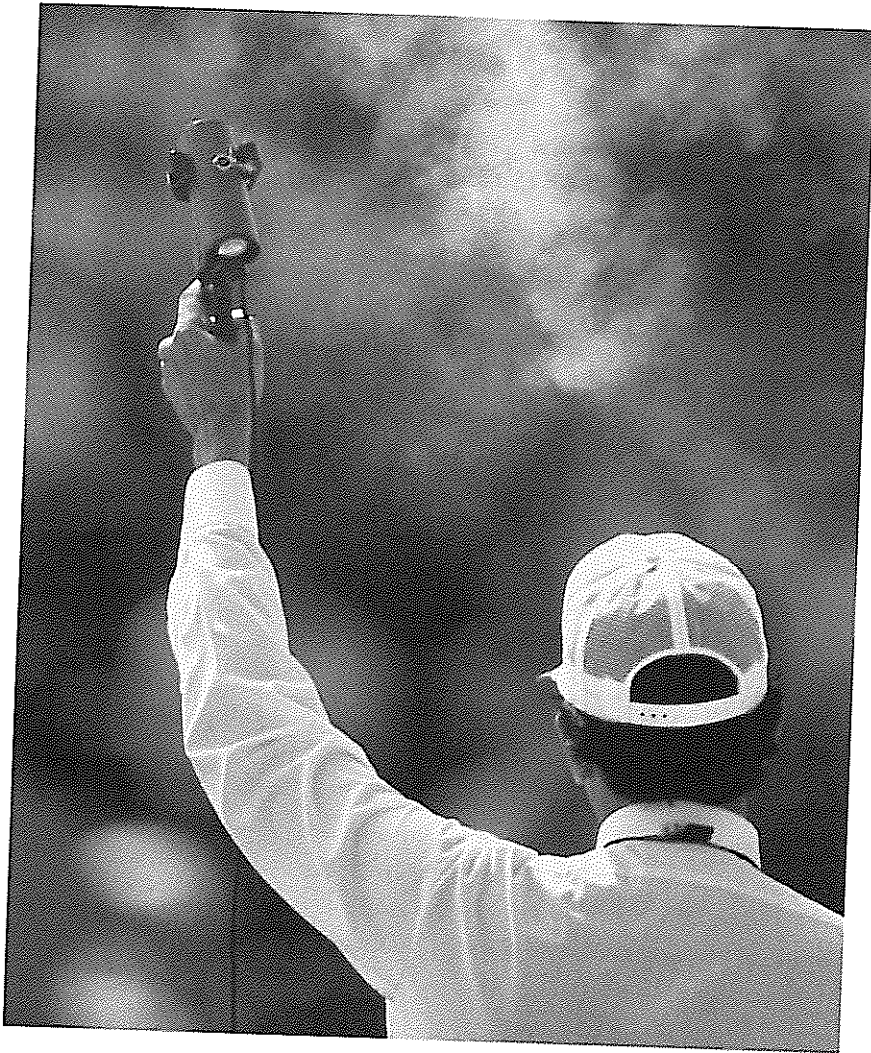
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ANNUAL REPORT 1998-1999



AUSTRALIAN SPORTS DRUG AGENCY

ANNUAL REPORT 1998-1999

Australian Sports Drug Agency
1998-99 Annual Report
Canberra

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The Hon Jackie Kelly MP
Minister for Sport and Tourism
Parliament House
Canberra ACT 2600

My dear Minister

The Australian Sports Drug Agency is pleased to present its annual report for the year ending 30 June 1999. The report was prepared according to the requirements of section 9 of the *Commonwealth Authorities and Companies Act of 1997* as required by section 54 and 63 of the *Australian Sports Drug Agency Act 1990*.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Diane Sias', is written over a horizontal line.

Diane Sias
Chair
Australian Sports Drug Agency
1 October 1999

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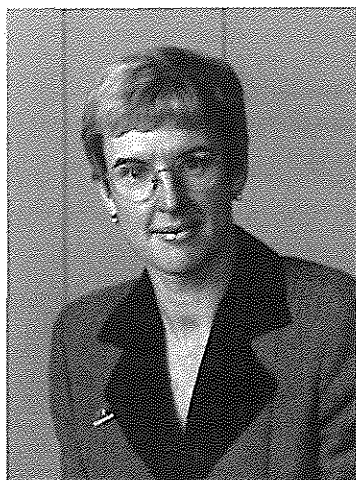
Abbreviations

ACS	<i>Australian Customs Service</i>
AFL	<i>Australian Football League</i>
AOC	<i>Australian Olympic Committee</i>
ASC	<i>Australian Sports Commission</i>
ASDA	<i>Australian Sports Drug Agency</i>
ASDTL	<i>Australian Sports Drug Testing Laboratory</i>
DCO	<i>Drug Control Officer</i>
EACC	<i>Enterprise Agreement Consultative Committee</i>
EPO	<i>erythropoietin</i>
hGH	<i>Human Growth Hormone</i>
IADA	<i>International Anti-Doping Arrangement</i>
IOC	<i>International Olympic Committee</i>
ISO	<i>International Standards Organisation</i>
IWF	<i>International Weightlifting Federation</i>
NRL	<i>National Rugby League</i>
SMT	<i>Senior Management Team</i>
SOCOG	<i>Sydney Organising Committee for the Olympic Games</i>
TGA	<i>Therapeutic Goods Administration</i>
UCI	<i>Union Cycliste Internationale (international cycling federation)</i>



1. Executive Summary

Chairperson's summary



Diane Sias, Chairperson

In the last 12 months unprecedented events have rocked sport's foundations and lead to widespread scrutiny of the value of modern sport to society.

Against a back drop of criticism about the general, ethical behaviour of officials associated with the Olympic movement, incidents of doping fraud were exposed across many sports from athletes, to coaches to sports administrators. *This cannot but damage the position of sport as a core Australian icon.*

Clearly the Australian community has a high level of interest in and expectations of the behaviour of elite sports people and their supporting organisations. Perhaps this is a by-product of the international focus on Australia in the lead-up to the 2000 Olympic Games.

But interest in anti-doping issues is consistently higher worldwide. The media and the sporting community constantly examine the efficiency and effectiveness of drug testing programs, the reliability of procedures and the effectiveness of sanctions.

Most importantly, they focussed on the commitment of the responsible authorities to apply appropriate sanctions to athletes and others who 'break the rules' by using banned performance enhancing drugs. This focus is key if our young people are to continue to be inspired by their sporting idols and so encouraged to participate in sport.

The deterrence strategy of drug testing was subjected to enormous scrutiny and required to justify its place as an effective tool within an anti-doping regime. The nature of this scrutiny is something I am intensely interested in as the head of the Australian organisation charged with providing an independent, high quality, and accessible anti-doping program that enables Australian sport to deter doping.

Needless to say, the Australian Sports Drug Agency (ASDA) is very aware of the need for accountability and transparency to retain the confidence of the public, and in particular, the athletes we serve. ASDA sets an example to the world sporting community in the way in which it accounts for what it does and how well it does it.

Drug testing is a key strategy in the ASDA's anti-doping program and as such is critical to the success of ASDA's mission. ASDA confirms its commitment to drug testing.

In Australia, international best practice in drug testing is applied and ASDA confidently lays claim to testing as an effective deterrent to doping.

More tests were conducted than ever before. Four thousand eight hundred and one drug tests were conducted this year (12 per cent increase on last year). This testing program resulted in 43 entries on the Register of Notifiable Events and four entries on the International Incidences Register.

ASDA focussed on testing without notice to athletes as part of ensuring the application of international best practice in doping control. The out-of-competition testing component made up 64 per cent of the overall testing program, which was equal to the performance target set. These targets were reached as a result of improvements in the ASDA test planning process.

The improved productivity of ASDA's drug testing service was also reflected in the delivery of comprehensive information and education programs to athletes and sports organisations.

The Drugs in Sport Hotline operators answered 6098 calls this year — an increase of 48 per cent. Improvements to the delivery of athlete workshops and seminars for coaches and sports administrators were reflected in the high satisfaction rating ASDA received from members of the sports community.

An exciting extension to the education strategy was implemented in the form of a direct education campaign for elite athletes that was informed by research examining strategies for deterring athletes from using banned drugs.

Australia continues to lead the world through its uniform national approach that includes nearly all the national sports leagues. In sports such as the National Rugby League (NRL), Australian Football League (AFL) and Australian Rugby Union this year was marked by the introduction of year round testing and more effective education and policy initiatives.

The Hon Jackie Kelly MP took a lead role in Australia's anti-doping effort nationally and internationally. Minister Kelly worked consistently to deliver the Federal Government's 1998 election commitments to realise sport free from doping—a process she began with the introduction of the ASDA Amendment Bill, now the *ASDA Amendment Act 1999*.

The Amendment Act enables ASDA to implement international best practice in a timely way to benefit clean athletes. The Act also features the Australian Sports Drug Medical Advisory Committee that will play an independent role in the testing process. In 1998–99, ASDA received an additional \$784,000 of government funding to step up its activity to meet the increasing demand of a growing elite athlete population and increasingly sophisticated sports industry.

Further to this the Minister Kelly launched the *Tough on Drugs In Sport* Strategy in May 1999. This strategy outlines the balanced cross-agency, demand and supply reduction approach of the Federal Government to address the use of drugs in sport.

ASDA played a key role in the strategy's development. It highlights the critical role played by agencies such as the Australian Sports Commission (ASC), the Australian Sports Drug Testing Laboratory (ASDTL), and the Australian Customs Service (ACS) in Australia's anti-doping effort. I am confident that the team effort across government will prove to be very effective.

Finally the 2000 Olympic Games significantly affects the context of ASDA's operation. While the Agency will not be directly involved in the Olympic testing program come September 2000, its role in deterring athletes in the lead up is vital.

The Chief Executive of ASDA, Natalie Howson, represented the Minister for Sport at the World Anti-Doping Conference in February 1999. A number of submissions were made to the IOC supporting the proposal and providing detail on the international drug testing agency concept.

ASDA is playing a significant role in the International Anti-doping Arrangement (IADA) forum to deploy the International Standard for Doping Control that was recognised by the International Standards Organisation in July 1999. ASDA worked closely with the ASDTL and the ASC to further research efforts into the detection of artificial hormones such as erythropoietin (EPO) and human growth hormone (hGH).

A great deal of effort went into securing testing agreements with national anti-doping agencies and international federations with jurisdiction over athletes visiting Australia in the lead up to the Olympic Games. While progress was made, there is more to achieve.

The agreements benefit both ASDA and its partners. The international partner can access ASDA's high quality testing services and, through the defined agreement, there is certainty that athletes who return positive tests are dealt with in accordance with the relevant doping policy.

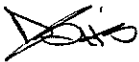
This activity is extremely important as a demonstration to Australian athletes of tangible outcomes that can increase their confidence in the equity and effectiveness of the doping control system.

This year was very challenging for the agency not only because of public focus on the problem of doping in sport and consequently how ASDA assisted sport to respond, but also because of an unprecedented increase in demand for services.

In regard to management of its internal operations, the agency proved to be extremely effective as demonstrated in the productivity improvements outlined in detail in this report. External assessment of ASDA operations resulted in the agency being one of the first Commonwealth agencies to receive an Australian Quality Award for Business Excellence at the business improvement level.

On behalf of my colleagues on the board, I wish to acknowledge the dedication and excellent performance of ASDA's people. I am pleased to present this report on the significant achievements of the Australian Sports Drug Agency for 1998-99.

Diane Sias



Chairperson
Australian Sports Drug Agency

Board of directors

Membership

Section 19(1) of the *Australian Sports Drug Agency Act 1990* provides for the agency to consist of a Chairperson, a Deputy Chairperson, up to three other members who are appointed on a part-time basis and a full-time Chief Executive. All appointments to the ASDA board are eligible for re-appointment.

As at 30 June 1999, membership of the ASDA board and the periods of appointment were as follows:

Chairperson	Ms Diane Sias	18.02.1996	to	23.02.2001
Deputy Chair	Dr Brian Sando	06.03.1997	to	07.03.2001
Members	Ms Sharon Buchanan	18.02.1996	to	23.02.2001
	Mr John Landy	17.03.1998	to	01.03.2000
	Dr Andrew McLachlan	07.03.1999	to	23.02.2001
Chief Executive	Ms Natalie Howson	18.12.1995	to	17.12.2000



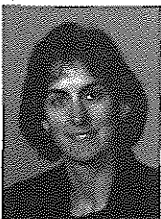
Ms Diane Sias

Ms Diane Sias is the General Manager of Banking Services at Westpac Banking Corporation. Ms Sias is a former representative basketballer and has coached and administered in sport. Ms Sias has a lengthy involvement in sports and organisational management.



Dr Brian Sando OAM

Dr Brian Sando is a sports medicine practitioner and works in an executive health practice. He is also Chairman of the Australian Olympic Committee Medical Commission and the official team doctor for the Australian swimming team. Dr Sando has worked as a Senior Medical Director to the Australian Olympic team for the 1996 Atlanta Olympic Games and was the President of Sports Medicine Australia.



Sharon Buchanan OAM

Ms Sharon Buchanan is an Australian Olympian and former captain of the successful Australian women's hockey team. Ms Buchanan has a comprehensive understanding of high-performance sport, health promotion and sports administration. Ms Buchanan is also a former senior sports administrator with Women's Hockey Australia and board member of the Australia-Korea Foundation.



Mr John Landy

Mr John Landy dominated Australian middle-distance running from 1952 to 1956 and was a central figure in the much-publicised quest to break the four-minute mile. Mr Landy's diverse career includes scientific research, business administration and management.



Dr Andrew McLachlan

Dr Andrew McLachlan is a pharmacist and research scientist. Dr McLachlan is a consultant to the pharmaceutical industry and the Therapeutic Goods Administration. He also works part-time as a community pharmacist.



Ms Natalie Howson

Ms Natalie Howson is the agency's Chief Executive. Ms Howson has qualifications in the fields of sports science and education. She is also a former teacher and drug education consultant. Ms Howson has worked in the anti-doping field for nine years.



2. Organisational overview

ASDA at a glance

Establishment

The Australian Sports Drug Agency (ASDA) is a Commonwealth statutory authority within the Industry, Science and Resources portfolio. The Federal Government established ASDA under the *Australian Sports Drug Agency Act 1990* (ASDA Act) to deal with the problem of drug use in sport.

The objects, functions and powers of the agency as set out by the ASDA Act are included as appendix A.

ASDA's responsible Minister is the Minister for Sport and Tourism, the Hon Jackie Kelly MP. The powers of the Minister under the ASDA Act are set out in appendix B.

Role

As the custodian of Australia's anti-doping program, ASDA plays a leading role within the Australian and international sports communities. The agency consistently delivers sound, innovative and effective drug testing, education and advocacy services.

ASDA continues to strive for drug-free Australian and international sport and provide the sporting community with a credible and effective anti-doping program.

ASDA uses the Planning and Performance Management Framework to ensure continuous improvement of performance and match business opportunities with resources.

Clients

ASDA's clients are elite and pre-elite athletes and coaches, sports administrators and medical officers who support those athletes.

The agency also has organisational clients including national and state sporting organisations and commercial sporting organisations.

Services

ASDA's principal service is its sporting event and out-of-competition drug testing program.

A comprehensive anti-doping education program supports the drug testing program. The education program includes a telephone medications information service, athlete's permitted medications handbook, drugs-in-sport newsletter and various education activities for sporting organisations including education presentations.

ASDA is also implementing the deterrence education campaign specifically targeting athletes who are tempted to use performance-enhancing drugs.

The agency also works closely with sporting organisations to help them develop effective anti-doping strategies as well as providing expert anti-doping policy assistance for sporting organisations.

Goals

ASDA's goals are based on its future direction—vision; consideration for its operating environment—mission; and the way it conducts itself—core values.

Vision

ASDA's vision is to be the leading drug testing agency in the world. We want to help create a future in sports drug testing that sees ASDA representing world's best practice. ASDA should be the benchmark by which all drug testing authorities set their standards.

Mission

The agency's mission is to provide an independent, high quality and accessible anti-doping program so Australian sport can deter athletes from banned doping practices. ASDA helps national and commercial sporting organisations to set up and run anti-doping programs that target elite and pre-elite level athletes.

Core values

Core values are the foundation for all of ASDA's decisions and business dealings. They are:

- realise our potential;
- act with integrity;
- respect for individuals; and
- embrace challenge.

People

ASDA's Drug Control Officers (DCOs) deal with elite and pre-elite athletes almost every day. A large number of chaperones assist the DCOs with the sample collection process.

The staff of the Sports Service Division support and guide DCOs and chaperones in the conduct of drug testing. Sports Service Officers manage test distribution planning and test results.

Sports Service Officers are the second major group who interact directly with ASDA's clients. They operate out of the Sports Service Division providing sport-specific testing, education and policy services to national sporting organisations, commercial sporting organisations and support staff.

The Resource Development Team produce the agency's education and information products. They also handle public relations and media liaison.

ASDA's Policy Team Officers research and advise on policy matters to inform decision making on drugs-in-sport matters. They also play an important role in developing ASDA's strategic alliances with national and international sport peak bodies.

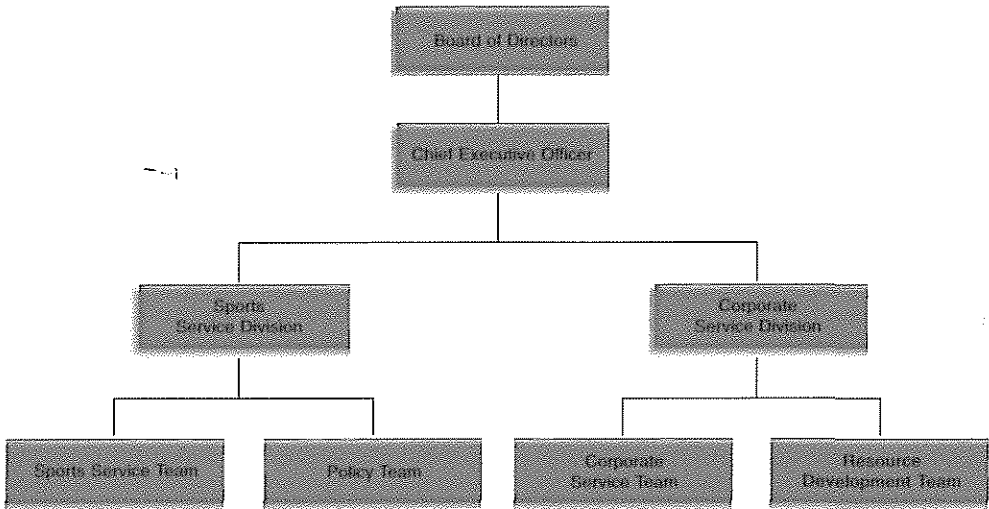
Corporate Services Division serves internal clients; providing them with systems and facilities to help the agency contribute to an effective overall service for its clients.

ASDA has a lean and flat Senior Management Team (SMT) that is responsible for ensuring the agency fulfils its obligations under the ASDA Act and adheres to its approved strategic direction.

ASDA's organisational structure is set out here in figure 1. The structure enables the agency to build effective partnerships with sport for the delivery of world class anti-doping programs.

Figure 1

ASDA'S ORGANISATIONAL STRUCTURE



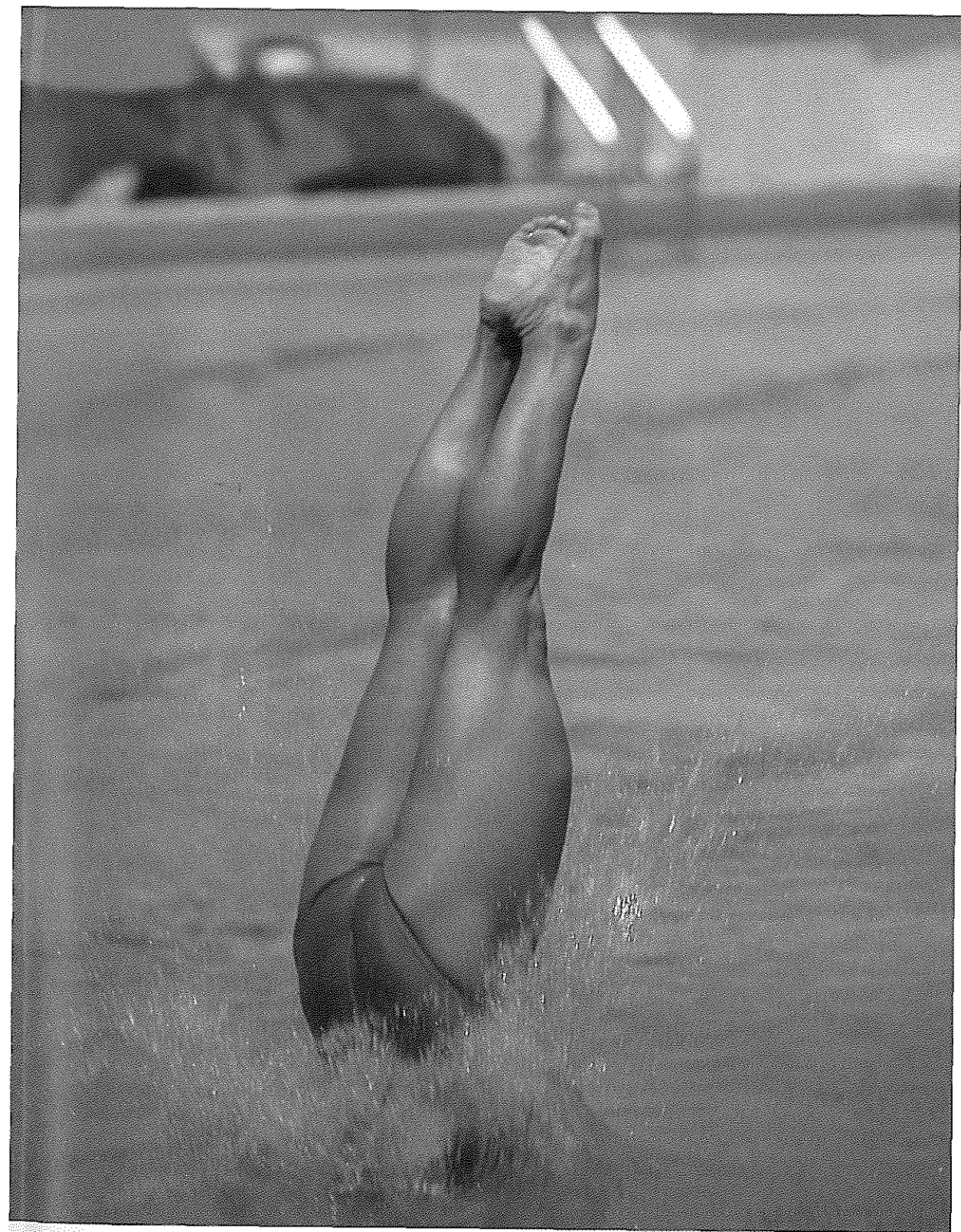
Financial and staffing outcomes for 1998-99

ASDA managed both its financial and human resources effectively. As shown here in table 1, our actual expenditure was 1.7 per cent under our estimate for the year, while our staff numbers remained within 0.1 per cent of our estimate.

Table 1

EXPENDITURE AND STAFFING

	Expenditure (\$'000x)		Staff years	
	Estimate	Actual	Estimate	Actual
Sports Services	3627	3514	32.3	32.8
Corporate Services	1555	1580	11.1	10.7
Totals	5182	5102	43.4	43.5



3. Performance report

**HIGHEST
STANDARD OF
DETECTION.**

**LOWEST
TOLERANCE
OF CHEATS.**

If you're on drugs, you're off the team.
Information at www.asda.org.au



We support true champions

Planning and performance management framework

Introduction

ASDA's Planning and Performance Management Framework links strategic intent with operational goals and activities. It informs and guides corporate activity and facilitates the assessment of corporate performance.

The framework is based on ASDA's strategic plan and is formed through a combination of important strategic breakthrough issues and critical success factors—a combination that provides the basis for measuring agency performance and assessing the value added through its products and services.

Strategic Breakthrough Issues

Strategic breakthrough issues are aimed at enhancing the agency's capacity to realise the intent of its vision. These issues involve:

- enhancing the credibility and affordability of drug testing services;
- growing the business to achieve a sustainable economic future;
- investing in our people to build a dynamic, innovative and client-focussed organisation; and
- playing a leading role in the development of drugs-in-sport policy in Australia.

Critical Success Factors

The critical success factors identify issues that, together, add value for our clients and stakeholders and develop our capability to fulfil our mission. They cover:

- the quality of our products and services;
- the effectiveness of our communication with the sporting community;
- our client focus;
- the makeup and effectiveness of our strategic alliances;
- accountability; and
- staff partnerships.

Reporting Style

To provide a complete snapshot of its performance, the agency reports against each critical success factor and strategic breakthrough issue. This also satisfies obligations under the ASDA Act to report on strategic and operational plans.

In this report, we maintain a balanced approach by addressing the following five dimensions for each of the strategic breakthrough issue milestones and all of the key performance indicators.

Intent

Describes the agency's objectives in relation to the strategic breakthrough issue or critical success factor and the expected outcomes.

Approach

Describes the strategies and plans used to achieve the intent and how the approach is deployed throughout the agency.

Outcomes achieved

Describes the progress made towards achieving the intent. Data and information is used to demonstrate the extent to which defined outcomes are realised.

Difficulties encountered

Describes the presence of any significant operating problems or performance shortfalls.

Proposed improvements

Describes what the agency intends to do to further improve outcomes.



Critical Success Factors

Quality of products and services

Intent

The agency aims to manage its processes to provide quality products and services that:

- maintain the deterrent effect inherent in all products and services; and
- meet client and stakeholder needs.

Approach

In the lead-up to the Sydney 2000 Olympics, more athletes than ever before will compete for places in the largest Australian Olympics team. The drug testing program increased to ensure elite athletes believe they will be tested on a regular basis.

Approximately 70 per cent of government-funded tests were conducted out-of-competition to increase the element of uncertainty and focus on those times when an athlete is most likely to use banned substances. A broad-based educational program reinforced the agency's drug testing activities.

In addition, the agency together with the Australian Sports Commission (ASC) assisted national sporting organisations to develop appropriate doping policies. It is the role of national sporting organisations to hear doping cases and apply sanctions and they need robust policies to do this effectively. Inadequate anti-doping policies or the failure of national sporting organisations to administer their policies consistently can undermine the deterrent effect of the national anti-doping program.

Outcomes achieved

Outcomes achieved address the performance indicators and targets contained in table 2.



QUALITY OF PRODUCTS AND SERVICES PERFORMANCE INDICATORS

Performance indicators	Targets 1998/99
Athletes perceive deterrent effect from ASDA programs	80%
Athletes believe they will be tested in next twelve months	77%
New clients for drug testing services — annually	4
Tests conducted vs tests planned per bimonthly plan (including per cent of out-of-competition tests and per cent of no-notice tests within testing program)	±3%

Athletes perceive deterrent effect from ASDA programs

The deterrent effect perceived by athletes remained high at 85 per cent of athletes (86 per cent of athletes indicated that they were deterred by ASDA's programs in 1997–98).

Fifty per cent of respondents to the deterrence campaign's first mailing indicated that the level of drug testing in their sport was 'the right amount' while 48 per cent suggested that 'not enough' testing was done.

While ASDA does not set or control sanctions applied to doping offences, it recognises that inappropriate sanctions undermine the deterrent effect of the doping control program. ASC and AOC monitoring of hearings and sanction enhanced the application of doping policies.

No positive test results were successfully contested on the grounds that ASDA's procedures were inconsistent with legislative requirements. There were two appeals to the Administrative Appeals Tribunal in accordance with section 17V of the ASDA Act. Both appeals are scheduled to be heard in 1999-2000.

Athletes believe they will be tested in next 12 months

Ninety-two per cent of athletes believed that they would be tested in the next 12 months. This easily exceeds the target of 77 per cent and indicates that the agency's increased drug testing and education programs are working.

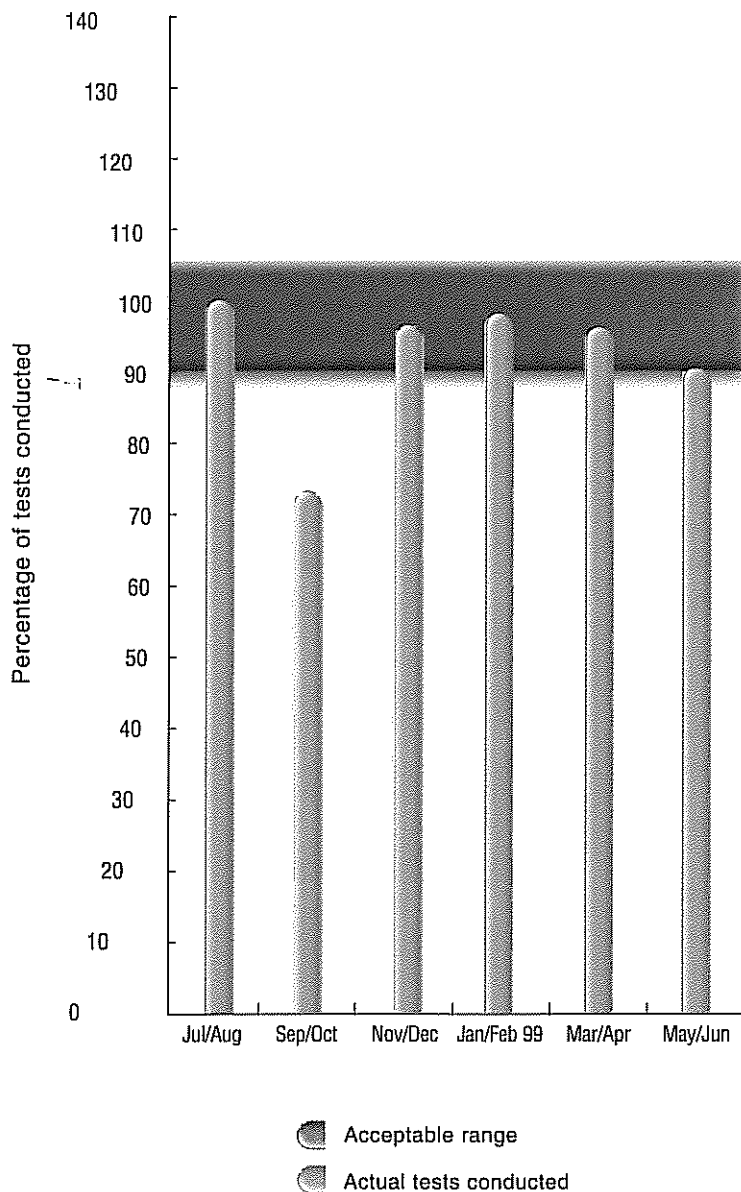
New clients for drug testing services

The agency exceeded its target for new clients (4) through the conduct of testing services with the following 11 new clients:

- Australian Cricket Board;
- Danish Olympic Committee;
- Darts Federation of Australia;
- International Amateur Athletics Federation;
- International Yachting Federation;
- Rugby World Cup Inc;
- South Australian National Football League;
- Sydney Organising Committee for the Olympic Games;
- Ten Pin Bowling;
- Volleyball Australia; and
- World Trampolining.

Figure 2

TESTS CONDUCTED VS TESTS PLANNED PER BIMONTHLY PLAN



The total number of tests conducted was at the lower limit of the acceptable range at 9 per cent less than the tests planned. This result reflected a marked improvement in test completion in the second half of the year.

Increasing emphasis on out-of-competition testing and the greater frequency of Australian athletes training and competing overseas for extended periods of time impacted adversely on delivering the

national program. This was a particular problem in early 1998-99. The quality and timeliness of contact information improved with:

- introduction of service agreements with priority sports which clearly stated their obligations to provide complete and timely information on athlete training venues and times, camps and tour schedules;
- development of international agreements with other drug testing agencies and suppliers to conduct tests on Australian athletes training and competing overseas on ASDA's behalf abroad; and
- training and improved work instructions for DCOs so contact difficulties are addressed early.

The number of out-of-competition tests increased to 3096, 19 per cent growth on the 1997-98 figure (2607 tests). Event testing (1,705 tests) remains stable (1706 1997-98).

A detailed breakdown of the testing conducted can be seen in the tables within appendix E.

Special operational issues

A total of 4,801 tests were conducted this year. Forty-three entries involving 35 athletes were made to the Register of Notifiable Events. Thirty-two athletes recorded positive test results and 3 athletes failed to comply to a notification for a drug test. Two athletes made submissions under the provisions of section 17L of the ASDA Act.

The agency determined that there was no reason to invalidate the test results. The names of all athletes were therefore entered on the register. A summary of entries made to the register including the IOC Medical Code categories and classes appears at appendix F.

Four entries were made on the agency's International List of Incidences (appendix D). All entries were for competitors who recorded positive test results. Three entries were made for Australian athletes tested by ASDA on behalf of international sporting federations. These federations were Union De Cycliste Internationale (UCI) and International Weightlifting Federation (IWF).

A list of IOC accredited laboratories that conduct doping control analyses is included at appendix G.

Difficulties encountered

Increasing numbers of Australian athletes training and competing overseas for lengthy periods of time together with further increases in out-of-competition tests conducted resulted in a shortfall in tests completed in early 1998-99. This was a particular problem following the Commonwealth Games in Kuala Lumpur. A further constraint was the delayed arrival of new sample collection equipment from Switzerland in May 1999.

The increase in no-notice, out-of-competition testing drew some criticism from athletes and this is likely to increase as the agency increases these test numbers.

The casual field staff network has served the agency well but the increasing demand for a robust sample collection process, the need to service the growth in testing, in particular out-of-competition testing and the costs of servicing the network highlighted the need for review.

The agency engaged a specialist human resources consultant to review the field staff structure and terms and conditions of employment. A full report with recommendations is expected to be presented to the Senior Management Team (SMT) in early 1999-2000

Future improvements

Implementation of the Field Staff Review recommendations will address the operational difficulties outlined.

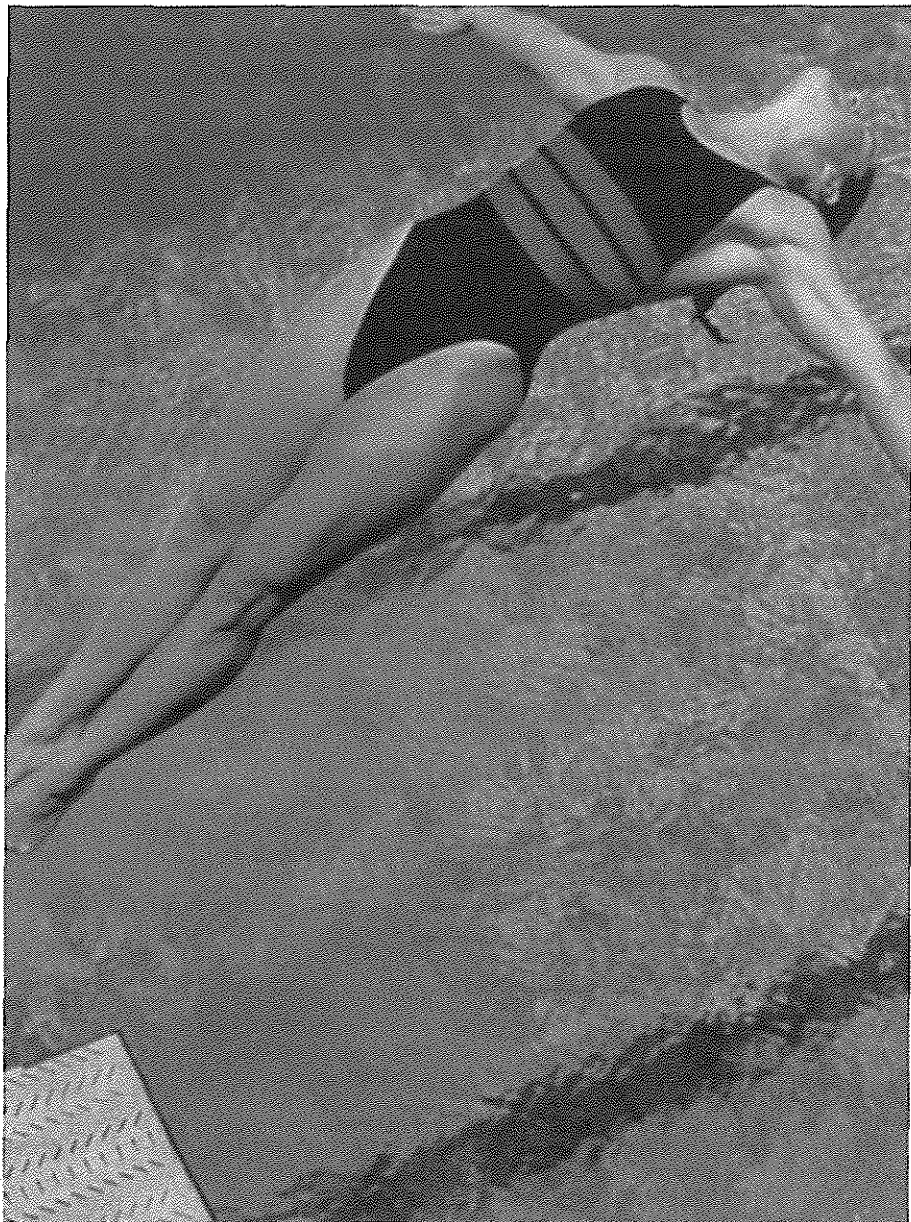
In addition, the introduction of new technology such Eugene (ASDA's name for its new data information management and planning system) and field electronic devices provides a platform for greater use of field staff in drug testing and other agency processes and services.

Full implementation of the re-engineered drug testing process will increase productivity and bring further quality improvements. The enabling technology for all DCOs will greatly improve the timeliness of information transfer. Improvement of documentation will also contribute to improved outcomes.

**IF YOU TEST
POSITIVE,
CONSIDER
YOURSELF
A SPECTATOR.**

If you're on drugs, you're off the team.
Information at www.asda.org.au





Communication

Intent

The agency seeks to develop and design communication resources and services that are easily accessible, appropriately targeted and highly relevant.

Also, ASDA strengthened its efforts in the public relations and media liaison to fulfil its commitment to the Federal Government's *Tough on Drugs in Sport* strategy.

Approach

ASDA's comprehensive response to clients' resource and information needs continues to include:

- deterrence education campaign—direct mail to elite athletes and supporting posters;
- drug education presentations and workshops;
- specialist drugs-in-sport publications such as the *Drugs in Sport Handbook* and *Drugs in Sport Update*;
- regularly updated internet presence—www.asda.org.au;
- a free call drugs-in-sport telephone hotline service available to athletes, from Monday to Friday, 9am to 5pm (EST); and
- complementary media liaison and public relations activities.

ASDA's deterrence campaign includes direct mailing elite Australian athletes to highlight the high risk of being caught and the consequences of using banned substances. The campaign drew on cutting-edge social research that identified elite athletes' motivations and attitudes for using banned substances and ways of deterring such use.

Information and services are provided to elite Australian athletes through their national sporting organisation, state and territory governments, peak bodies, sporting institutes and academies, sport-specific magazines and media. The agency provides national sporting organisations with information and educational material to help them with their anti-doping programs.

ASDA developed a new hotline database in conjunction with MIMS Australia. The electronic database provides the operator with on-line search facilities for a wide range of pharmaceutical products. In addition, the caller is given a call number for later reference. This system preserves caller confidentiality and provides a quick reference to the information provided to callers. ASDA also signed a Memorandum of Understanding with the hotline information provider to guarantee the integrity and timeliness of information ASDA provides to its clients.

ASDA continued to raise its profile with public and media relations activities. Senior agency personnel increased their regular media briefings to outline the agency's drug testing, education and advocacy roles. The agency refined its communications strategy with the assistance of Royce Communications to deal more effectively with issues of public interest.

Outcomes achieved

Outcomes achieved address the performance indicators and targets contained in table 3.

Table
3

COMMUNICATION PERFORMANCE INDICATORS

Performance indicators	Targets 1998-99
Clients aware of ASDA resources and educational services	85%
Clients with increased knowledge from ASDA resources	60%
Clients making use of ASDA resources and information	60%
Number of resources distributed, including hotline	

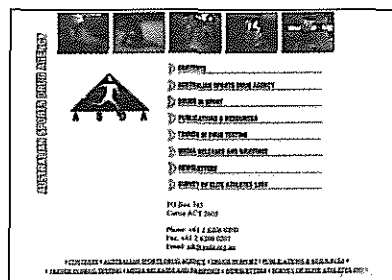
Clients aware of ASDA resources and educational services

Ninety-three per cent (target 85 per cent) of athletes, support staff and national sporting organisations are aware of ASDA's resources and services according to instant survey results collected between July 1998 and June 1999.

Clients with increased knowledge from ASDA resources

Approximately 58 per cent of clients said they had increased knowledge of drugs in sport from agency resources. This result is slightly below the target of 60 per cent.

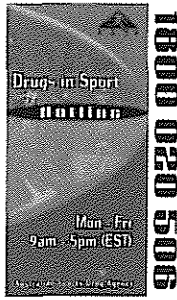
ASDA continues to raise the profile of its information and education resources and services through its deterrence education campaign, media liaison, education presentations, advertising and internet services.



ASDA Web Site

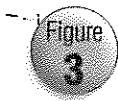
Clients making use of ASDA resources and information

Client demand for ASDA's education and information services and resources continued its strong growth. However, surveys of ASDA's clients suggest they may not use ASDA's information services and resources. Indicative results from the first mail-out of the deterrence education campaign suggest a high number of respondents use ASDA's resources. This ambiguity highlights a need for reviewed data collection methodologies.

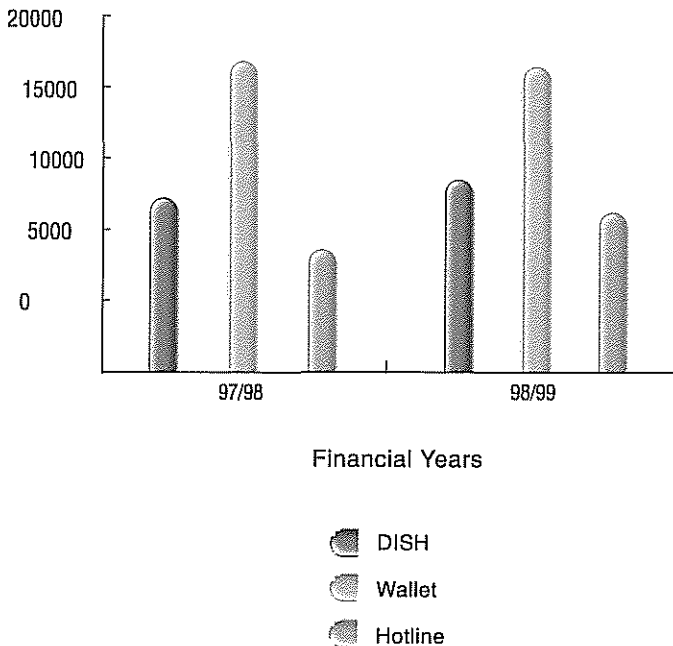


Wallet Card

Figure 3 demonstrates the increase in demand for ASDA's information services and resources.



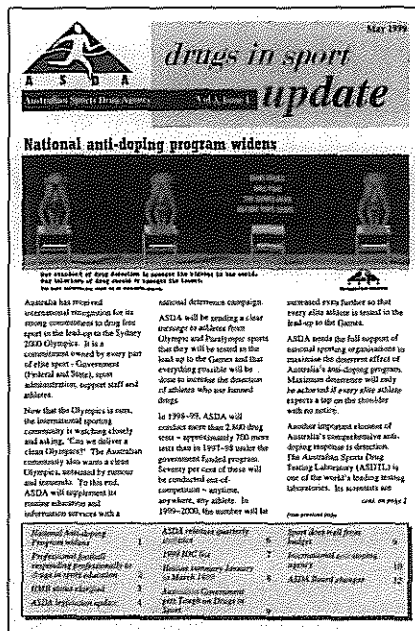
DRUGS IN SPORT HANDBOOK, HOTLINE AND WALLET CARD STATISTICS FOR 1997-98 AND 1998-99



The agency continues to consult with its clients and to conduct research into developing new, better and more effective ways of presenting and delivering this information.

Demand for the *Drugs in Sport Handbook* increased by 21 per cent from 7,222 (1997-98) to 8,770 (1998-99). Requests for the wallet card were stable at 16,793 in 1997-98 to 16,560 in 1998-99. Drugs in Sport Hotline inquiries increased by 48 per cent from 4102 (1997-98) to 6,098 (1998-99).

The agency continued to distribute its quarterly newsletter, *Drugs in Sport Update* to national sporting organisations, peak bodies, state institutes and academies and relevant state territory government departments. The newsletter included information about significant legislative changes made, the Federal Government's *Tough on Drugs in Sport* strategy, changes to IOC's Medical Code and the status of substances such as HMB, colostrum and norandrostenedione.



Drugs in Sport Update

The drugs-in-sport issue featured in 2,240 press articles compared to 2,800 last year. The major issues covered were:

- Tour de France (Festina team);
- tennis (Petr Korda); and
- IOC World Conference on Doping.

The agency continually upgrades its internet presence and this service attracted 104,668 visits.

Difficulties encountered

ASDA received complaints regarding the Drugs in Sport Hotline's hours of operation and the lack of information on herbals medications and food supplements. The increasing using of herbal medications and food supplements by athletes is a major concern as there is often little or no independent information available.

Two athletes claimed that inaccurate information was provided from the hotline and an agency presentation prompted a review of procedures. Consequently, a number of improvements were made including:

- development of a new database to support hotline operation that provides a call reference number and audit trail capabilities; and
- documentation and records to support presentations and workshops.

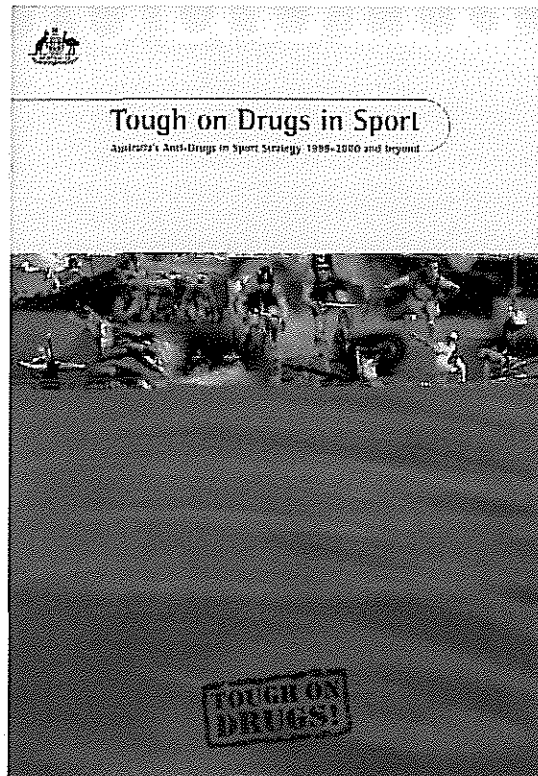
In addition, liaison with the Australian Customs Service (ACS), Therapeutic Goods Administration (TGA) and the ASC enhanced the quality of information provided on substances.

In addition, contradictory performance information about client use of information services and resources highlighted the need for further investigation of trends.

Proposed improvements

Extension of the drugs-in-sport hotline hours is planned for 1999–2000. The deterrence campaign will be expanded to include support staff and more public activities to complement the direct communications with athletes. Additional research will inform the development of coach education activities and a range of products and services are planned for sports administrators.

Improved targeting of client groups and survey instruments will be introduced in early 1999–2000 to enable a more accurate assessment of client usage of products and their relevance to clients.



Drugs in Sport Handbook

Revised
third edition

ASDA

Australian Sports Drug Agency

Medical updates permitted
without this warning

Client focus

Intent

ASDA is committed to delivering services which meet the needs of athletes (elite and pre-elite), athletes' support staff, national and state sporting organisations and commercial sporting organisations in relation to anti-doping matters.

Approach

Client's needs are considered in all aspects of operations from strategic planning to performance management and day-to-day client interactions.

The agency continues to refine its anti-doping policies and procedures to international best practice so that athletes and support staff remain confident in the drug testing process.

Also, ASDA officers foster close working relationships with national, state and commercial sporting organisations to provide relevant and timely information, education and advice on drug testing, education and policy.

Outcomes achieved

Outcomes achieved address the performance indicators and targets contained in table 4.



CLIENT FOCUS PERFORMANCE INDICATORS

Performance Indicators	Targets 1998-99
External client satisfaction with ASDA services including printed resources, hotline, presentations and drug testing services	80%
Internal client satisfaction with corporate services	80%
Number of complaints per month — all services	4
Client retention for drug testing services	100%

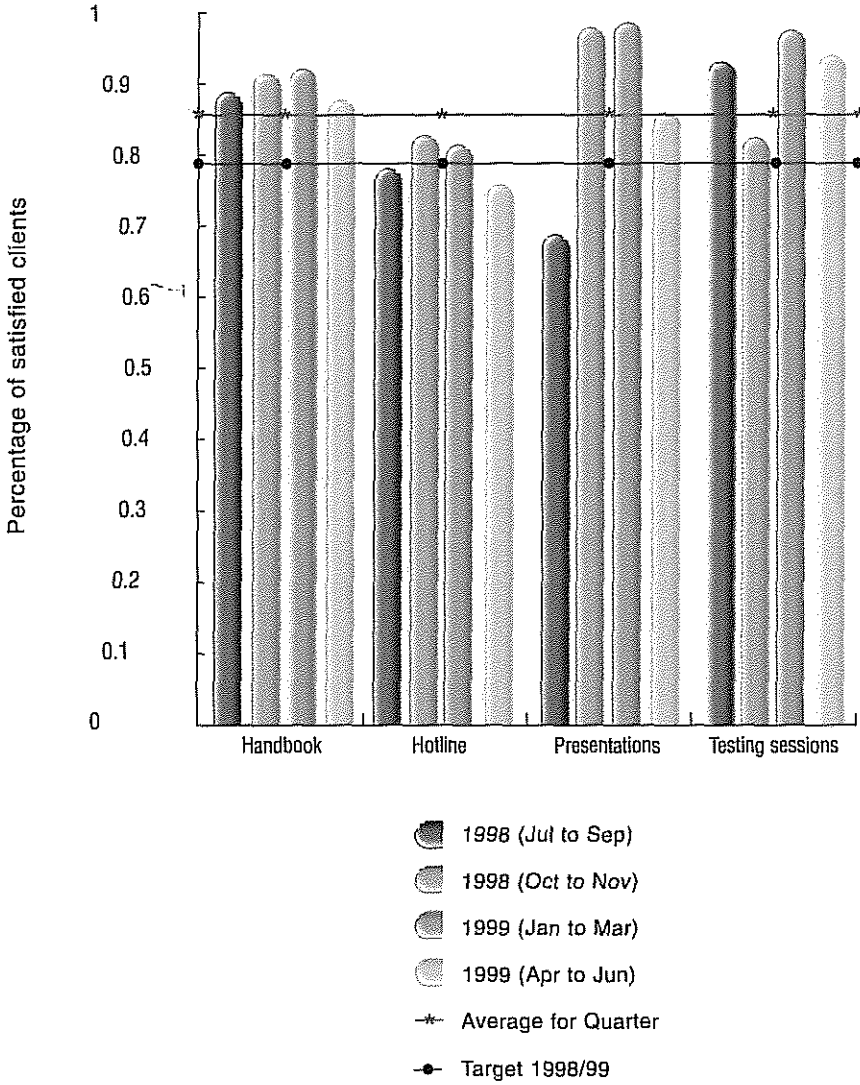
External client satisfaction

Overall client satisfaction was 88 per cent, a marginal increase on last year's figure of 87 per cent.

Figure 4 shows this result in terms of the specific services, with each exceeding the 80 per cent target.

Figure 4

EXTERNAL CLIENT SATISFACTION WITH ASDA SERVICES



The high level of satisfaction with testing sessions achieved last year continued. Athletes rate the service provided during each test session and identify any issues or incidents they are not satisfied with. The result is a reflection of the time and effort dedicated to improving the drug testing process and the quality of the field staff conducting the tests.

Internal client satisfaction with corporate services

An overall satisfaction rating of 77 per cent was achieved. This covered the full range of corporate services and provided an indication of client satisfaction with each service and its relative importance to the agency's operational staff and management group. The task of surveying and analysing the results also assisted corporate service staff to better understand their influence on core business.

Number of complaints per month

A complaints management system was introduced in March 1999 to process complaints received from external sources. The system was designed around the agency's Client Service Charter. It is consistent with the requirements of the ISO 9002 standard.

ASDA was not able to collect a full 12 months of data. In the four months to June 1999, only two complaints were received against a target of 4 per month. This result is borne out by the high satisfaction rates mentioned above. However, a more representative sample is required before any useful conclusions can be drawn.

Client retention for drug testing services

Client retention remained at 100 per cent.

We retained all of our commercial clients and extended contracts with several major clients to include additional drug testing and education services.

Difficulties encountered

The complaints handling system design, while not difficult, did present some problems to ensure it met the requirements of the ISO 9002 standard.

Establishing systems to assess the value added by corporate services remains a challenge. While a better understanding of the relationship between corporate services and core business was achieved, their influence on outcomes from an external client perspective is yet to be properly measured.

The reorganisation of the core business unit provided clients with a single point of reference—their Sports Service Officer. However, many service processes are yet to be mapped and documented.

Proposed improvements

A process-oriented view of the agency's business will lead to improvements in the quality and delivery of services as we achieve better coordination of resources, improved communication internally of client's needs and improved responsiveness to those needs.

Mapping and documentation of all key business processes is planned for the first half of 1999–2000.



Strategic alliances

Intent

By forging strategic alliances ASDA can position itself to influence national and international sporting organisations' anti-doping programs.

Strategic alliances also mean that ASDA can only effectively achieve its mission in partnership with its stakeholders. The agency's stakeholders play an important role in establishing the policy framework in which ASDA operates and the environment in which athletes compete.

Approach

ASDA initiates and maintains strategic alliances with national sporting organisations, international sporting organisations, national and international peak sport bodies, Commonwealth and state and territory government authorities and key suppliers, to promote a comprehensive and consistent response to doping in sport.

This joint approach complements ASDA's legislative powers to deliver a deterrence program that includes doping control and education and information strategies. ASDA has service agreements with many of the organisations where strategic alliances exist. The principles underlying these agreements include: partnership, quality of service and clear expectations.

The agency's approach to this critical success factor is broad and multifunctional and includes the following objectives:

- sharing intelligence on drug testing programs, education, testing policy and research with organisations and governments to assist them in establishing effective anti-doping programs;
- promoting harmonious drug-testing procedures that reassure athletes of the world-wide efficacy of drug testing procedures;
- increasing the ability to test athletes where ever they choose to train and compete; and
- consolidating international research efforts into new detection methods.

The agency has testing agreements with international organisations and bilateral arrangements with national anti-doping agencies so it can meet its performance targets.

The agreements benefit both ASDA and its strategic alliance partners:

- by providing international partners with access to ASDA's high-quality testing services; and
- through the defined agreement, create reassurance that ASDA's partners will take appropriate action if positive test results are recorded.

ASDA's Chief Executive attended the IOC World Conference on Doping as the Minister for Sport and Tourism's recognised expert on anti-doping programs.

On the domestic scene, the agency strived to establish service agreements with particular national and state sporting organisations where such arrangements will strengthen Australia's position on drugs-in-sport issues.

Clearly, essential partnerships in the lead up to the Sydney 2000 Olympics relate to delivery of agreements with the SOCOG and ASDTL.

ASDA is a key player in the Commonwealth Government's *Tough on Drugs in Sport* strategy. Consequently the agency participates in coordination forums with other agencies to ensure that a consistent, coordinated and comprehensive approach maximises the government's investment in a national anti-doping strategy.

Good supplier relations benefit ASDA's business and ensures application of the IADA (International) Standard for Doping Control requirements of suppliers of analytical services, sample collection equipment and couriers occurs. Management of these relationships contributes to the quality and credibility of the doping control program.

Outcomes achieved

Outcomes achieved address the performance indicators and targets contained in table 5.

Table
5

STRATEGIC ALLIANCE PERFORMANCE INDICATORS

Performance indicators	Targets 1998-99
Meet ASDA obligations in testing laboratory contract	100%
Annual event testing agreements with international clients	36
Actual versus planned agreements with sports organisations	70%
Long term bilateral international anti-doping arrangements	13

Meeting its obligations in the testing laboratory contract

The agency's performance in meeting its obligations under the testing laboratory contract fell short of the target of 100 per cent—at 75 per cent.

Of the eight operational indicators related to ASDA's obligations—as set out in the ASDA/ASDTL contract—two were not met. This revealed a trend in operational activity that required attention.

One indicator related to test forecasting was not met due to significant alterations in client needs and difficulties in achieving the planned government-funded test program (as explained earlier). The variations were discussed and accommodated with ASDTL without any adverse impact on the laboratory's ability to meet its obligations.

The other indicator that revealed unacceptable variance was documentation errors. This cost time in the drug testing process and so required correction. The majority of errors was minor.

The ASDA/ASDTL operational management committee addressed these errors and developed corrective action reporting mechanisms.

Annual event testing agreements with international clients

ASDA almost achieved its performance target of 36 event testing agreements having conducted testing at 33 international events.

ASDA developed international repute for expertise in major event doping control programs. The entire Doping Control Program team of the Sydney Organising Committee for the Olympic Games are former ASDA employees. Three agency staff gained valuable event testing experience as members of the doping control team at the Malaysian 1998 Commonwealth Games.

Major events ASDA attended in Australia included: Yachting World Championship, Champions Trophy—Hockey; BMX World Championship and the Trampolining World Championship. ASDA also provided the doping control program for the Rugby World Cup in Tonga in May 1999.

Actual versus planned agreements

Four of the 7 high-priority sports signed service agreements with ASDA.

ASDA demonstrated the value of the principles underpinning the service agreement process; in particular the partnership required for effective anti-doping.

These agreements proved to be effective tools in making expectations clear, meeting client's needs and ensuring access to information required to deliver testing and education services.

National sports leagues were not included in this target because of the commercial nature of ASDA's relationship with clients like the NRL and the AFL. However the commercial agreements with these organisations follows similar principles. The client service orientation represented in the agency's commercial agreements contributed to the effective delivery of each sport's doping control program.

Long term bilateral international anti-doping arrangements

Thirteen long-term, bilateral, international anti-doping arrangements are in place, which equals the 1998-99 target. These agreements provide the framework for improving the effectiveness of the international response to doping in sport.

Agreements with the United States Olympic Committee, and the IADA members were of particular significance.

Difficulties encountered

Execution of international agreements is variable. The agency continued to experience long delays in responses from some international stakeholders which restricts the level of testing occurring under arrangement. Progress with international federations on testing agreements stalled.

This may be due to members of the Olympic family focussing on the establishment of the IOC's international testing agency and the expectation that this agency will provide the infrastructure for international federation testing. Progress in this area was also disappointingly slow.

Proposed improvements

Automation of the sample-collection and test-planning process will occur in 1999-00 to eliminate minor errors in paperwork and procedure.

ASDA will approach a range of Olympic and non-Olympic stakeholders to assist in removing the barriers to more effective implementation of bilateral testing agreements. In the coming 12 months the agency will take the many opportunities that will arise because of the Games, to promote strategic alliances.

**IF YOU'RE
ON DRUGS,
EXPECT TO
BE CAUGHT.**

Any time. Any place. Any athlete.
Information at www.asda.org.au



Accountability

Intent

ASDA is required to meet a range of legislative requirements to satisfy parliamentary scrutiny and regulatory requirements. In addition, the agency aims to increase the capacity of its people to manage financial and material resources effectively and be accountable for their actions and decisions.

Approach

The agency's approach is underpinned by the Planning and Performance Management Framework detailed early in this report.

The process begins with the strategic plan and the linking of its strategic breakthrough issues and critical success factors to team and individual work plans. Measurements are established through consultation with management and staff and performance is assessed on a monthly basis at the team and corporate levels.

Authority is delegated in accordance with the operational needs of teams and individuals and the need to encourage greater accountability throughout the agency.

Outcomes achieved

Outcomes achieved address the performance indicators and targets contained in table 6.



ACCOUNTABILITY PERFORMANCE MEASURES

Performance indicators	Targets 1998-99
Variation from budget allocation	0 to -4%
Number of breaches in Audit Certificate	Nil
Compliance with the reporting requirements of the ASDA Act	100%
Compliance with related workplace legislation	100%

Variation from budget allocation

At 1.7 per cent below budget, actual expenditure was well within its target of 0 to -4 per cent. This result demonstrates the agency's ability to work within budget and manage its resources.

Number of breaches in the audit certificate

ASDA's financial processes were the subject of close scrutiny from internal and external auditors throughout the year. No breaches were identified and the reports indicated satisfaction with the financial management processes.

Corporate costs per staff member

Costs have steadily declined since 1994-95 when a benchmark figure was established. The cumulative reduction to 1997-98 was 32.5 per cent—this year saw a further reduction of 6 per cent.

Quality approach plan assessment rating

The agency received recognition through the Australian Quality Awards process with an award at the business improvement level. This award is recognition that improvements are being achieved against all seven facets of the assessment framework and that the agency has made significant progress towards sustainable business excellence.

Compliance with the reporting requirements of the ASDA Act

Full compliance was achieved in relation to the ASDA Act and relevant workplace legislation. Reporting requirements were satisfied through the tabling of the *1997-98 Annual Report* and the *1997-98 Operational Plan*.

Difficulties encountered

Progress against the strategic plan was the subject of a joint management/staff review during May 1999; the first since the plan's introduction. There was general agreement that significant progress was made against each of the strategic breakthrough issues and critical success factors. However there is a need for increased emphasis on investment in our people and a more strategic approach to business development.

Plans to devolve responsibility for financial management were interrupted when problems were encountered with the introduction of financial management information system. While these problems did not affect the agency's ability to maintain good accounting practices, they did limit the extent to which initiatives, aimed at broadening responsibility for the management of financial resources, could be implemented and the quality of financial information for cost monitoring and reduction.

Proposed improvements

The Planning and Performance Management Framework will be adjusted to allow the establishment of closer links between operational activity and strategic intent.

The financial management information system will be upgraded to meet the reporting needs of management and staff to enable the devolution of financial management responsibility through 1999-00 and beyond.

Staff partnerships

Intent

ASDA is seeking to fulfil its mission to be the leading drug testing agency in the world by supporting its people to develop their competence and to gain satisfaction from their work.

Approach

To achieve an environment that supports effective staff partnerships, the agency focuses on developing and maintaining working relationships among staff and between staff and management. These relationships are grounded in the agency's core values of: realising our potential; acting with integrity; respecting the individual; and embracing challenge.

The agency actively promotes an organisational culture that ensures staff consultation, provides staff with high levels of job satisfaction and values individual staff through appropriate recognition, remuneration and other rewards.

The three key initiatives undertaken by the agency to promote staff partnerships were:

- establishment and resourcing of the Enterprise Agreement Consultative Committee (EACC) to implement the agency's enterprise agreement action plan. The committee is made up of 4 staff and one management representative and has adopted a consultative approach to carrying out its functions (consensus is sought on all key decisions);
- implementation of a team-based organisational structure that provides staff with the opportunity to participate in a range of activities and develop and use a broad base of skills. Staff share responsibility for the team's performance and have direct input into the operation of the team. The structure also supports cross-functional project teams or working groups established to address specific tasks. Examples include the national project team responsible for the drug testing process improvement project and the test distribution plan working group responsible for developing the annual plan for the agency's drug testing program; and
- adoption of a management approach which facilitates staff involvement in direction setting and operational management. It is an approach that promotes staff consultation and 'upward management', provides an appropriate balance of responsibility and direction to staff and supports appropriate recognition, reward and remuneration.

Outcomes achieved

Outcomes achieved address the performance indicators and targets contained in table 7.

Table
7

STAFF PARTNERSHIP PERFORMANCE INDICATORS

Key performance indicators	Target 98/99
Certification of the Enterprise Agreement No2	certified in AIRC
Achieve enterprise agreement action plan	80%
Staff satisfaction from annual staff survey	75%

Certification of the Enterprise Agreement #2

The second ASDA enterprise agreement (EA2) was certified in November 1998. Ninety-eight per cent of staff voted to support EA2.

Enterprise agreement action plan

Since certification of EA2 there have been a number of human resources initiatives developed and implemented according to the action plan. For example, performance management, flexible salary packaging, occupational health and safety, and core competencies at a preliminary level were developed and/or implemented.

Employees were involved in the development and implementation phase of each of these human resources initiatives, either through the Consultative Committee arrangement or other cooperative means. It is worth noting that the EA2 action plan timeline has been renegotiated with staff to allow for appropriate staff involvement.

The agency began development of an ASDA Award as required under the Award Simplification provisions of the Workplace Relations Act. The award is before the Australian Industrial Relations Commission and is expected to be certified in 1999-00.

Staff satisfaction

The staff satisfaction survey was begun in June 1998 and a final report is scheduled for August 1999.

An agency performance assessment and development process was implemented to provide a system for performance management and to improve job design and recognition of achievements.

More than 60 per cent of staff were involved in significant job redesign and training. These changes stemmed from the work on re-engineering of the sample collection process. The process was very demanding and stressful for many staff, as they embraced the challenge of developing new skills and acquiring new knowledge, while meeting unprecedented demands for ASDA services.

The external assessment of people, part of the Australian Quality Awards process, affirmed that agency culture was highly consultative. As a consequence, ASDA people have a high degree of commitment to the agency vision.

Difficulties encountered

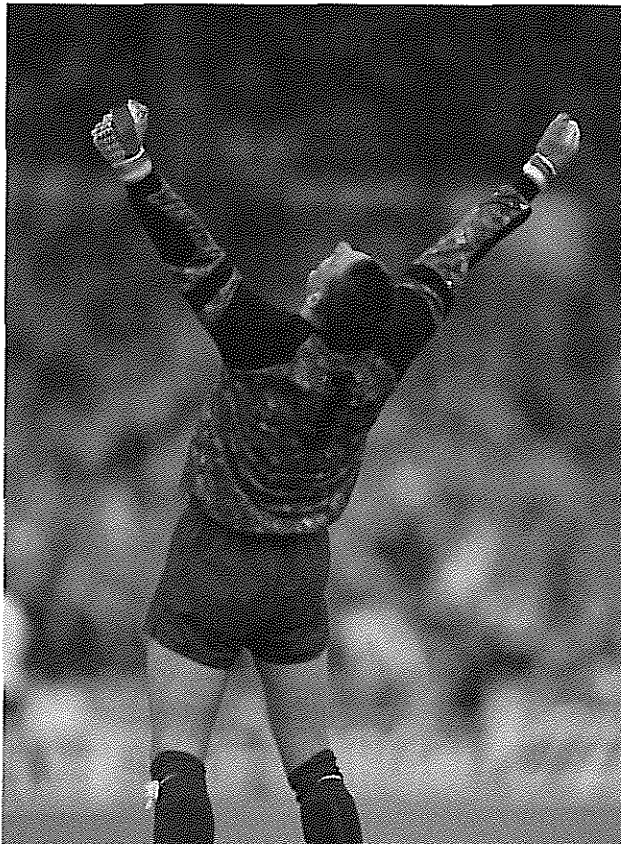
ASDA continues to drive an agenda of process redesign and continuous improvement. The agency's program of change has, from time to time, been very demanding on its people. The lessons learned this year relate to management of change and include:

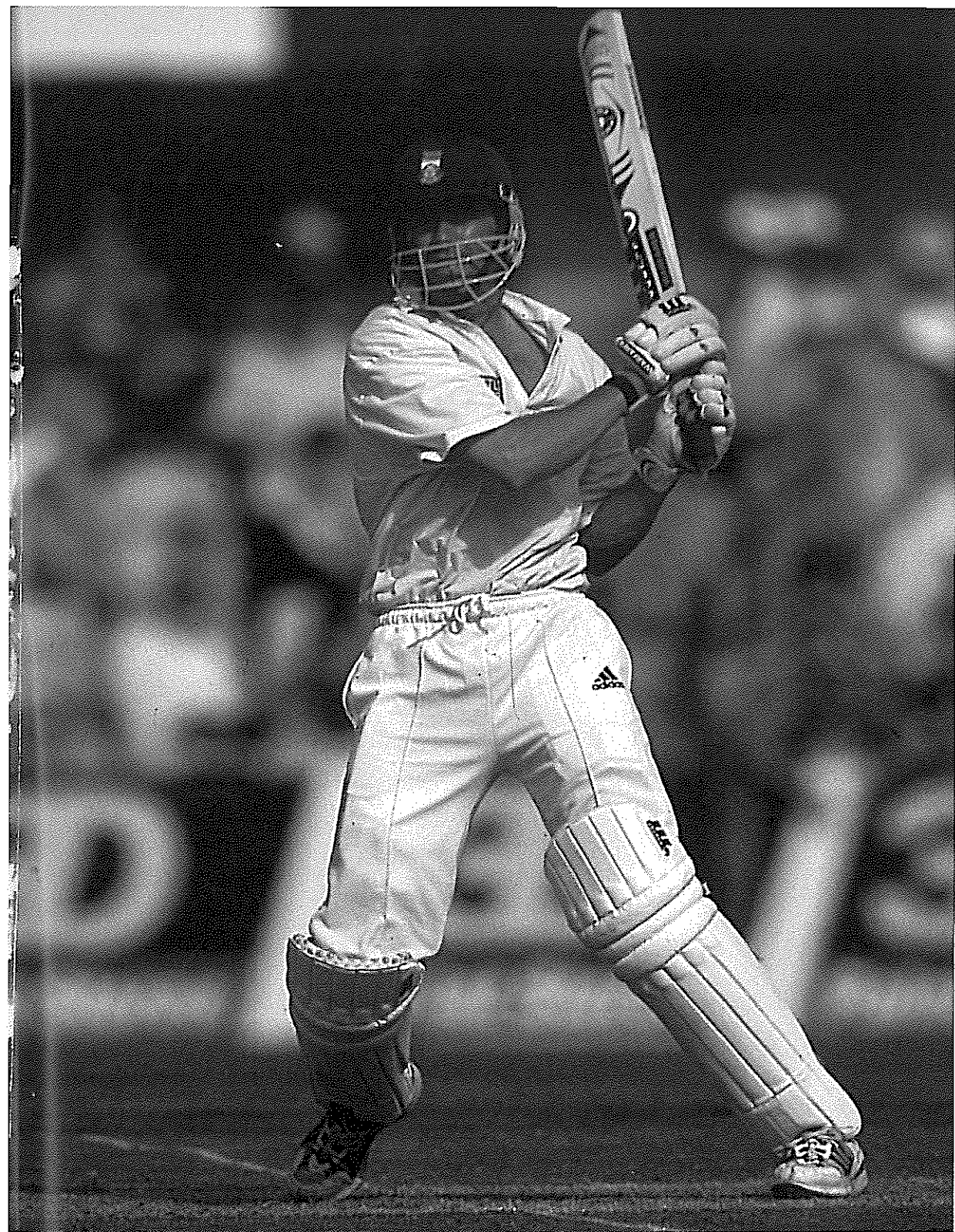
- ensuring that staff moving into new roles are supported by a transitional plan that is continually monitored and updated;
- the need to support change advocates, in particular, and modify the pace of change to account for the energy levels of staff, that are drivers of the process; and
- develop risk management and contingency plans because something will always go wrong.

Proposed improvements

The agency will focus on improving the coordination of project management across the agency. Senior management will monitor implementation of transitional plans.

A human resource management agency will be engaged to provide the expertise required for the efficient implementation of each element of the EA2 action plan.





Strategic breakthrough issues



Enhance the credibility and affordability of our drug testing service

Intent

Through innovation and application of state-of-the-art analytical testing methods, the agency aims to enhance both the credibility and affordability of drug testing. Clients must have confidence that drug testing is an effective counter measure to the use of banned substances in sport.

Approach

Through extensive consultation with clients, the agency identified three major challenges for drug testing activities. These were:

- the cost of drug testing;
- the failure of doping control policies and procedures to withstand challenges and scrutiny resulting in cases being overturned in sports tribunals or civil courts; and
- the use of undetectable substances.

In response, the agency initiated two major strategies to address these challenges by:

- streamlining the drug testing services of: sample collection; sample analysis and results management to reduce costs and ensure robust procedures; and
- advocating for cooperation and additional resourcing of research for new detection methods.

Streamlining drug testing services

National and international sporting organisations and peak bodies must be confident that the agency is providing accessible drug testing services that support the application of their doping policies. These organisations must feel confident that they are getting exceptional service at an affordable cost.

The agency continued its process improvement of drug testing service to increase efficiency and productivity through:

- aligning organisational structure to re-engineered and streamlined process;
- documentation of the drug testing procedures in accordance with International Standard for Doping Control and ISO 9002 in preparation for certification;
- development of electronic solutions to reduce administrative work, improve communications and minimize human documentation error; and
- improvement of information quality to facilitate drug testing.

Advocating for cooperation and additional resources for research

In the lead-up to the Sydney 2000 Olympics, the Federal Government through the agency and ASDTL is taking a proactive stance in developing and identifying promising detection methods for substances such as erythropoietin and human growth hormone.

Outcomes achieved

The outcomes achieved address the defined milestones detailed in table 8.



ENHANCE THE CREDIBILITY AND AFFORDABILITY
OF OUR DRUG TESTING SERVICE MILESTONES

Milestones	Timeframes
Implement the international standard project	December 1998
Advance analytical testing methods via research strategy	
•options investigated	June 1998
•strategy established	March 1999
Reduce the cost of full test by 5 per cent	Annually

Implement the international standard project

Within the process improvement project, the agency is implementing the IADA's international drug testing standards. Major progress was made towards this milestone with the full documentation of the drug testing procedures to these Standards.

In addition to applying the IADA Standard for Doping Control to the drug testing process, the agency took a lead role in establishing a second international project team (IPT2). IPT2 is made up of the national doping control authorities from Portugal, Denmark, Finland, the Netherlands, Austria and South Africa. These six countries with the support of Australia and Norway, formed a second project team to implement the IADA Standard on Doping Control.

The team aims to achieve certification in early 2001. ASDA is managing the team and relevant consultants on behalf of the IADA Steering Committee. This means a total of 13 jurisdictions are implementing the IADA Standard for Doping Control. This is contributing to IADA's objective for harmonised high quality doping control programs internationally and providing greater confidence to athletes and their support staff.

ASDA, in collaboration with the Canadian and Norwegian doping control agencies, prepared applications to the International Standards Organisation (ISO) for formal endorsement of the IADA Standard for Doping Control.

Advance analytical testing methods via research strategy options investigated

In its 1997-98 budget, the Federal Government provided additional funding to develop and enhance detection methodologies.

The ASDTL developed a research strategy that focussed on detection of peptide hormones and anabolic steroids. ASDA contributed to the development of this strategy and supported its implementation. The agency worked with the AIS in a joint research effort with ASDTL targeting detection of artificial erythropoietin (EPO).

A key element of the Australian Government's submission to the IOC World Conference on Doping called for funding of scientific research.

Reduce the cost of full test by 5 per cent

The drug testing process improvement project team completed:

- application of process-oriented view to staffing arrangements to reflect the re-engineered process. The Sports Service Division was restructured with a process-oriented view to manage drug testing. Sports Service Officer's duties were broadened to include drug testing and education services in a 'client manager' role for delivering services. These changes increased productivity by improving understanding of the total process, reducing duplication and redundancy and increasing process improvement.

In addition, a review of field operations began with a view to incorporating field activities into the re-engineered process and strengthening the quality of conduct of sample collection activities. This review included recommendations for updating the field procedures to reflect the re-engineered process; and

- application of state-of-the-art technology to reduce duplication, enhance communication and minimize human error. Development of a data information management and planning system to support the drug testing process and Y2K compliance requirements began. The system will provide a comprehensive tool for storage, transfer and retrieval of drug testing, policy and result management information. It includes test distribution planning support and management of sample collection kits required to deliver planned tests. It will eliminate duplication and data redundancy through electronic transfer of information. By year end, system development was in advanced building stage with commissioning on target for October 1999. Full implementation of the sample collection re-engineering will be completed in 1999-2000.

Difficulties encountered

A further increase in drug testing numbers (4,801 were conducted compared to 4,313 in 1997-98) together with the turnover of key staff affected the agency's capacity to complete the process improvement project. Several officers took positions with SOCOG's doping control program.

In particular, these demands slowed the implementation of the staff restructure which was a pivotal improvement for other process improvement initiatives. A subsequent roll-on affect meant that several milestones were delayed.

In addition, external factors such as increased analytical fees and increased sample collection equipment costs made it difficult to achieve the cost reduction milestone.

The cost of research into detection methodologies is high so international collaboration Olympic Committee is vital. Development of analytical techniques for improved detection will translate into increased costs for drug testing.

Proposed improvements

As a member of IADA, ASDA will actively promote the endorsement of the IADA Standard for Doping Control with the International Standards Organisation. Through this international quality management system, the International Standard for Doping Control will be effectively promoted and recognised as the drug testing standard. This will be an effective tool for harmonisation of drug testing processes among all sports for all athletes.

The agency will further advance its ambition to achieve ISO accreditation through full documentation of its operations. This international best practice recognition will provide agency clients with greater confidence.

Following the commissioning of Eugene (the data information management and planning system) in early 1999–2000, work will begin on the development of field electronic devices which will enable electronic transfer of drug testing information from field staff to the agency and laboratory. This initiative will substantially reduce data entry.

7-1

Grow the business to achieve a sustainable economic future

Intent

The agency's objective is to ensure that its economic future is not determined solely by annual appropriations by government. A strong business base with a range of domestic and international clients in a commercial relationship is a means of providing stability and security.

Approach

Strengthening commercial relationships with existing domestic and international clients has been the main thrust of the agency's business development activity. A better understanding of client organisations led to improvements in product and service development designed for emerging client needs.

Outcomes achieved

The outcomes relate to the defined milestones in table 9.



GROW THE BUSINESS MILESTONES

Prepare a business development strategy	March 1998
Develop new products and services for new and existing clients	June 99
Increase commercial business by 40 per cent	

Prepare a business development strategy

ASDA prepared the business development functional plan, one of six functional plans within the Planning and Performance Management Framework that guided the year's activities.

Emphasis was placed on the development of relationships with existing domestic clients and the extension of international relationships. This created commercial opportunities by drawing on the agency's growing expertise in drug testing, education services and anti-doping policy.

Develop new products and services for new and existing clients

Work began on Eugene in March 1999. The system uses leading edge technology to support the planning, testing and results management of the agency's drug testing service. It represents the single biggest investment in the agency's core business.

It will result in significant improvements to existing services and, based on the research that preceded the decision to proceed, creates opportunities to expand the agency's client base (nationally and internationally) and its range of services.

Increase commercial business by 40 per cent

The agency failed to achieve its target. Total income from user-pays clients rose to \$1.2million, up 27 per cent from the previous year. Most significant increases came from increased testing and education by NRL and AFL. These two bodies now conduct drug testing programs with ratios commensurate with the high priority Olympic sports and rank as two of the best drug testing programs of any sports in the world.

Difficulties encountered

While the business development functional plan helped guide business development activity, it was not strategically focussed. Consequently, the agency reacted to, rather than consciously created, business development opportunities. This has presented a measured approach to identifying and developing new opportunities.

Proposed improvements

A business development framework will be developed early in 1999-00 to identify the parameters for business development. This will assist in overcoming reactive responses to opportunities. It will also allow a better match of opportunities and capability.

A business development strategy, looking ahead to 2001-02 will take a broader view of the options for the agency.

Invest in our people to build a dynamic, innovative and client focussed organisation

Intent

The agency is seeking to create an environment whereby staff have both the desire and the capacity to play an active role in achieving their organisation's vision of being the leading drug testing agency in the world.

Approach

The agency identified three discrete yet interrelated initiatives that must be achieved within the timeframe of its *1998–2001 Strategic Plan*.

Firstly, staff are provided with clear leadership and direction through the development of a Planning and Performance Management Framework. The framework provides a structured approach to strategic business planning and performance management. This enables the agency to strategically manage its resources.

Secondly, the introduction of quality management techniques through a quality approach strategy enables staff to better serve the agency's clients. This strategy demonstrates the links between the agency's business and its organisational management system.

Finally, staff competencies are developed in direct relation to the agency's strategic direction—through a planned approach to training.

Outcomes achieved

The outcomes achieved address the milestones detailed in table 10.



INVEST IN OUR PEOPLE TO BUILD A DYNAMIC, INNOVATIVE AND CLIENT FOCUSED ORGANISATION MILESTONES

Milestones	Timeframes
Integrate business planning with performance management system	December 1998
Implement quality approach plan — attain AQC recognition	June 1999
Attain the competencies for all staff to meet the challenges of the agency's environment	June 2001

Integrate business planning with performance management system

ASDA has successfully integrated business planning with its performance management system. This integration has been achieved through the Planning and Performance Management Framework.

There are a number of ways ASDA monitors performance against action plans. The *Australian Quality (AQC) Awards 1998 Feedback Report* stated that:

‘in ASDA the performance management process operates at team, rather than individual level; and that team based performance planning and review processes are in place.’

The implementation of the framework has led to further improvement resulting in simplification of the operational planning system and improvement of the financial system; (particularly in response to the Commonwealth Government’s financial management system).

Implement quality approach plan

On 11 November 1998 ASDA was recognised by the Australian Quality Council at the business improvement level.

Attain the competencies for all staff to meet the challenges of the agency’s environment

The planned approach to training was identified and implemented. The AQC feedback report also stated that training needs are defined by the agency’s strategic direction and refined in the development of operational plans. This ensured that the training conducted was relevant to agency goals.

The training highlighted in table 11 outlines key training exercises that were tied to the process improvement initiatives.

Table 11

TRAINING IMPLEMENTED FOR COMPETENCY DEVELOPMENT

Functional plan	Training identified	Staff targeted	Status
Business development	Client contract management	Sports Services Team	Completed
	ASDA Amendment Act	Sports Services Team	Completed
Information technology	Enhance skills in use of athlete contact database	Sport Service Team based on evaluated skill levels	Completed
	Use of new hotline database	Sports Services Team	Completed
Quality	Planning framework inc performance assessment and development process	All staff	Completed
	Process management	Sport Service Team Officers where relevant	Completed
	Self directed work groups	Sport Service Officers	Completed
Communications	Media skills	Senior staff	Part Completed

Overall, the agency is well positioned to align staff competencies with agency challenges by June 2001.

Difficulties encountered

There is always a tension between the demands of learning, in a constantly changing work environment, and meeting operational demands. While significant training opportunities have been provided and used by staff—it has been a difficult year for staff to successfully manage workloads.

The intensity of new job demands will ease but there are a range of process improvement initiatives on the horizon. Therefore, effective workload management needs to improve. This must be a focus of management: who is responsible for establishing an environment for successful work performance.

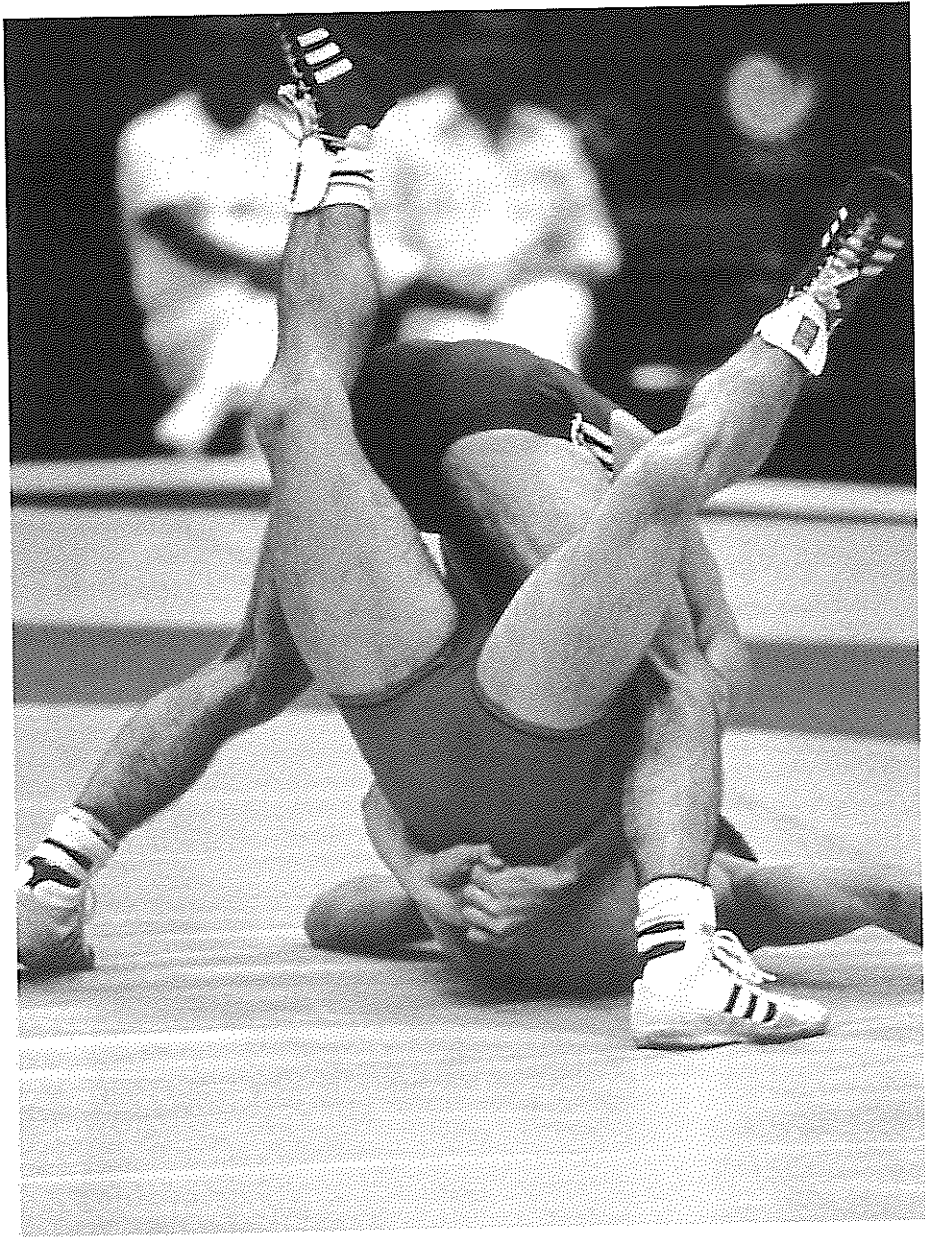
Provision of adequate training opportunities for field staff needs to be achieved. Geographical challenges must be overcome to ensure that all staff have the skills to meet client's requirements.

Proposed improvements

The Planning and Performance Management Framework will be simplified to assist in its successful implementation. Performance indicators will be reviewed to achieve a more balanced cross-section of lead and lag indicators covering financial management, clients, processes and learning.

Full implementation of the agency's performance management process will be achieved with the assistance of specialist external support. The process will involve all staff in the design of individual actions plans based on the agency's action plan and the establishment of performance agreements using measures linked to key performance indicators.

Recommendations made in the field staff review will be implemented to improve the capacity of the agency to ensure staff competencies remain consistent with the needs of the business.



Play a leading role in the development of drugs-in-sport policy in Australia

Intent

ASDA seeks to ensure the legislative flexibility for timely response to developments in drug testing and for introduction of measures to suit the today's anti-doping environment.

In addition, the agency works with key stakeholders to address anti-doping policy issues facing Australian sport.

Approach

ASDA must operate within a legislative and national anti-doping framework that provides flexibility to change its operations so that it can quickly act upon national and international best practice. Its existing legislation is highly prescriptive and contains considerable operational detail.

The agency designed a three-tiered approach to deliver greater flexibility within the *1998-2001 Strategic Plan*.

First, to ensure the flexibility to provide a best-practice drug-testing service that meets the needs of national and international sporting organisations, ASDA continued to progress the review of the ASDA Act and subordinate legislation.

Second, the agency continued to cooperate with peak national sports bodies such as the ASC and the AOC to influence their design of the national anti-doping policy framework.

Finally, in line with its role as defined in the National Drugs in Sport Framework, the agency continued working closely with state and territory sports government agencies to facilitate the implementation of a comprehensive approach to drugs-in-sport issues at the state level.

Relationships with states and territories focussed on providing advice on drugs-in-sport policies, supporting the establishment of sports drug education programs and facilitating the development of state/territory sports drug testing legislation consistent with the ASDA Act.

Outcomes achieved

The outcomes achieved address the defined milestones detailed in table 12:



PLAY A LEADING ROLE IN THE DEVELOPMENT OF DRUGS IN SPORT POLICY IN AUSTRALIA

Milestones	Time frames
Develop and implement revised ASDA Act	December 1998
Provide government with drugs-in-sport policy options for post 2000	December 1998
Provide states and territories with guidance in implementation of legislation	December 2000

Develop and implement revised ASDA Act

The objectives of the independent review of the ASDA Act and Regulations initiated in October 1997 were to recommend amendments the ASDA legislation to ensure that:

- the agency has the flexibility to respond in a timely manner to the drug testing, procedural and policy requirements of national and international sporting organisations and also state and territory governments; and
- the amendments continue to protect athlete rights to natural justice and privacy.

In early 1998 the Minister endorsed review recommendations which proposed amendments intended to enable the agency to:

- move restrictive procedural content prescribed in the ASDA Act to subordinate legislation and, where appropriate, to operational procedures outside the legislation;
- streamline management of test results;
- provide enhanced flexibility to respond quickly to inevitable future changes in an evolving anti-doping environment; and
- support states/territories to establish effective anti-doping regimes within their respective jurisdictions.

The government gave policy approval to amend the ASDA Act.

The *ASDA Amendment Act 1999* received Royal Assent on 31 March 1999 and will come into effect on 1 August 1999 following proclamation. The Amendment Act will:

- give the agency greater flexibility to operate under broader international anti-doping standards rather than those prescribed by the IOC Medical Code;
- streamline the drug test result management process;
- enhance the assessment of positive test results by enabling the agency to access scientific/medical expertise when required;
- allow the agency to provide expert scientific/medical information to sports doping tribunals;
- establish a system for approving the use of banned substances for therapeutic purposes where the relevant sport's anti-doping rules recognises such usage;
- strengthen the agency's capacity to deal with positive test results returned by foreign athletes training or competing in Australia;
- allow the agency to provide ancillary sports drug testing services (eg safety 'checks' for the presence of substances that can compromise the safety of participants, etc);
- enable state and territory complementary sports drug testing legislation to confer powers on ASDA so that the agency can undertake testing at the state and territory level; and
- enable the agency to receive information from the ACS about the importation of banned performance enhancing substances that are also prohibited imports.

Complementary amendments were made to the ASDA Regulations to ensure the continued protection of athlete rights to natural justice and privacy. Additional subordinate legislation, in the form of drug testing orders, has also been drafted to make provision for the way in which the agency

notifies athletes of their selection for testing, collects the samples and notifies the results of testing to the athletes and relevant sporting organisations.

Placement of these procedural matters in the drug testing orders provides the agency with the flexibility to quickly modify its testing procedures to reflect world's best practice in accordance with international standards.

The amendments to the ASDA Act, the revised ASDA Regulations and the drug testing orders will all come into effect on 1 August 1999 following proclamation of the ASDA Amendment Act.

Provide government with drugs-in-sport policy options for post 2000

The Federal Government's drugs in sport policy in the lead-up to the 2000 Sydney Olympic and beyond is set out in the *Tough on Drugs in Sport* strategy—launched on 13 May 1999.

Tough on Drugs in Sport is a comprehensive anti-doping strategy that involves coordinating the activities of relevant Commonwealth government agencies, state and territory governments, and sporting organisations. *Tough on Drugs in Sport* sets out the government's objectives in relation to:

- building and maintaining a strong national policy and legislative framework;
- ensuring the national drug testing program reflects world's best practice;
- improving the effectiveness of anti-doping education;
- developing new and improved technology for drug detection;
- reducing the illicit supply of drugs in sport; and
- improving the international response to drug use in sport through global collaboration.

The agency was a member of the government working group that developed *Tough on Drugs in Sport*. Through understanding of the changing attitudes to anti-doping in Australia and the challenges needed to confront in the lead-up to the Sydney 2000 Olympics and in the post 2000 sporting environment, the agency influenced the shape of the strategy to ensure it met the needs of the Australian sporting community

ASDA continued to work closely with peak bodies and national sporting organisations on a range of anti-doping policy issues. The agency has provided advice to the ASC and the AOC on the practical application of doping policies to enable refinement of the anti-doping model policy for sports.

The agency has also continued to exchange information and discuss ideas about broader anti-doping policy issues occurred with the peak bodies and national sporting organisations.

Provide states and territories with guidance in implementation of legislation

The agency regularly consulted with state and territory sports government agencies to ensure the review of ASDA legislation addressed their requirements. Continuing liaison both directly, and through the Commonwealth department responsible for sport, ensured the states and territories were aware of progress made to enact the necessary amendments to the ASDA Act.

ASDA also continued to work with state and territory governments on the development of drugs-in-sport policies consistent with the National Drugs In Sport Framework. All states and territories have now achieved this consistency.

Difficulties encountered

The lengthy process associated with amending legislation has delayed the development of complementary sports drug testing legislation at the state and territory level.

The development of consistent anti-doping policies across all national sporting organisations was complicated by the existence of two model policy templates for sport recommended for adoption by the AOC and ASC respectively.

Proposed improvements

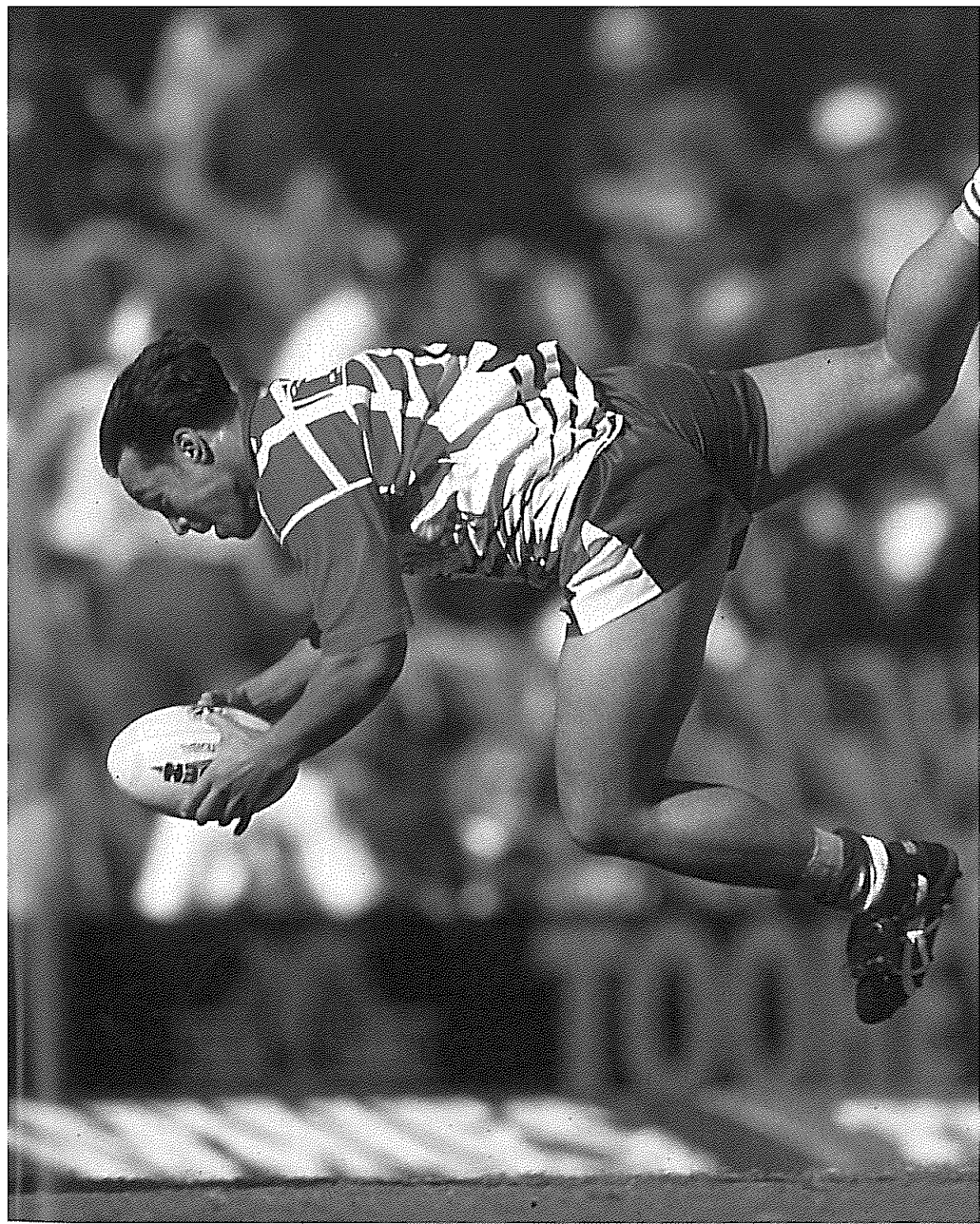
When amendments to the ASDA legislation come into effect, the agency will be able to modify its drug testing procedures to reflect world's best practice in accordance with international standards, while continuing to appropriately respect and protect the rights of athletes through the drug testing process.

The agency believes its expertise in delivery of sports drug testing and sports drug education enables it to develop stronger working relationships with the peak national sports bodies that set the drugs-in-sport policy framework in Australia.

The *Tough on Drugs in Sport* strategy will facilitate improved information sharing between Commonwealth government agencies, state and territory governments, and sporting organisations.

The agency will continue to monitor attitudes to anti-doping among national and international stakeholders and feed this information to the ASC, the AOC and other peak government and non-government sports agencies to consider the implications for the broader national anti-doping policy framework.

ASDA's experiences in dealing with the practical application of doping policies to the conduct of drug testing for national and international sporting organisations positions it effectively to identify the modifications needed for the anti-doping policy framework within the Australian sporting environment.



4. Other corporate matters

Miscellaneous statutory issues

Client service charter

The agency's *Client Service Charter* has been instrumental in informing clients' understanding of its role and range of products and services. It provided an opportunity to share with clients strategies and measures central to core business. Through the charter the agency can invite comment on the agency's performance.

The charter's role as a communication medium makes it an ideal means of informing the sporting community of changes to the ASDA Act and their impact. This will be done early in 1999-2000, following the introduction of the new Act.

Internal and external scrutiny

ASDA received an unqualified audit report in respect of the financial statements for the year ending 30 June 1999. ASDA also undertook one internal audit review during 1998-99 with no issues of substance identified.

Equal employment opportunity

ASDA continues to commit itself to creating a safe working environment that supports the rights, responsibilities and legitimate needs of staff.

Agency staff elected a new male harassment officer in April 1999 who has received appropriate training to perform his new role.

Workplace harassment officers received no complaints during 1998-99.

Workplace Diversity

Workplace diversity is reflected in ASDA's core values where respect for the individual and acting with integrity are particularly important. ASDA's values are integral to its performance management process both at the individual and team level.

ASDA's performance management process was designed in consultation with staff through EACC.

Staff were closely involved in review of the agency's strategic plan and development of operational plans and targets.

Occupational health and safety

A review of health and safety conditions at work for DCOs and chaperones based outside Canberra took place in 1996. COMCARE carried out a review of occupational health and safety (OH&S) policies and practices in February 1998. Recommendations for corrective actions highlighted by these reviews are:

- staff training to enable staff to perform their work in a safe manner; and
- identification of occupational hazards to minimise risks to health and safety.

To implement these actions and to ensure that the agency complies with OH&S legislation ASDA established a working party to focus on updating ASDA's OH&S policy. This involved:

- developing health and safety principles and policy objectives for ASDA;
- reviewing procedures for reporting minor and major incidences for both Canberra-based staff and state-based staff; and
- producing an operational management plan for applying the proposed OH&S policy objectives at the workplace level.

The new OH&S policy and plan approved in March 1999 differed from the previous OH&S policy and agreement in three key areas:

- the approach to managing health and safety within ASDA is now based on principles with a focus on outcomes;
- the procedures, responsibilities, workplace arrangements and other related operational matters are now dealt with according to the operational management plan; and
- in line with the strategic plan and the enterprise agreement, the duration of the OH&S policy and plan is from 1999-2001.

The Consultative Committee in its role as the occupational health and safety committee continued to monitor the implementation of the 1999-2001 OH&S policy and plan.

There were no new workers compensation claims in the 1998-99 financial year.

Discretionary grants

There were no discretionary grants provided by the agency.

Freedom of information

ASDA received a single request for information under the *Freedom of Information Act 1982* during the reporting period.

Staffing overview

At 30 June 1999 the agency employed 43.5 staff (full time equivalent). One staff member was inoperative and another was on temporary transfer. ASDA employed 343 casual staff (9.2 full time) across Australia to undertake sample collection activities in the field.

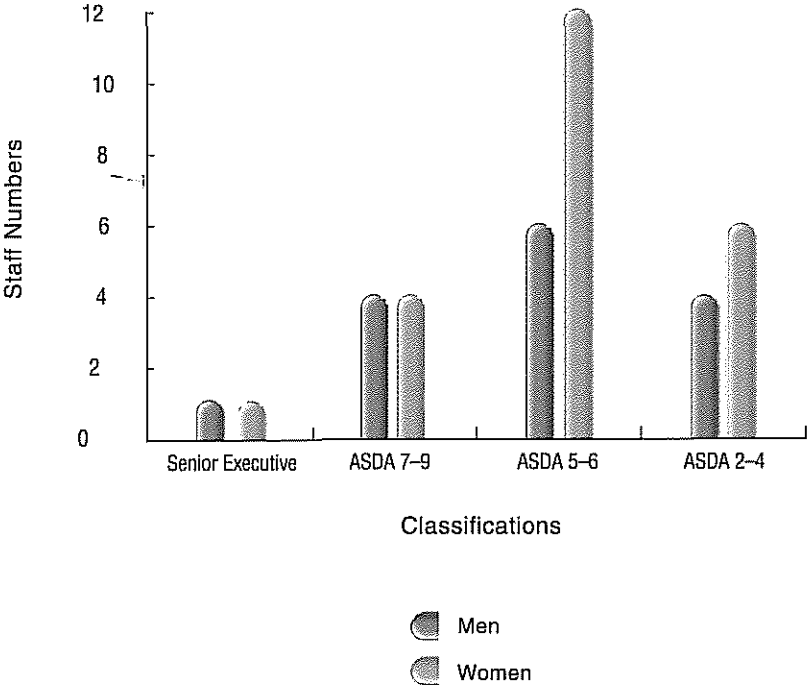
The disaggregation of the 36 operative staff classification and gender is shown at figure 5. The employment locations of those 36 staff are as follows:

- thirty staff are located in the agency's Canberra office;
- one male state based DCO is located in Sydney, New South Wales;
- one male state based DCO is located in Perth, Western Australia;
- one female State Based Officer (SBO) is located in Melbourne, Victoria;

- one male state based DCO is located in Melbourne, Victoria;
- one male SBO is located in Adelaide, South Australia; and
- one male SBO is located in Brisbane, Queensland.

Figure 5

STAFFING NUMBERS,
CLASSIFICATIONS AND GENDERS



Staffing numbers from the perspective of employment conditions as defined in the agency's enterprise agreement are shown in figure 6.

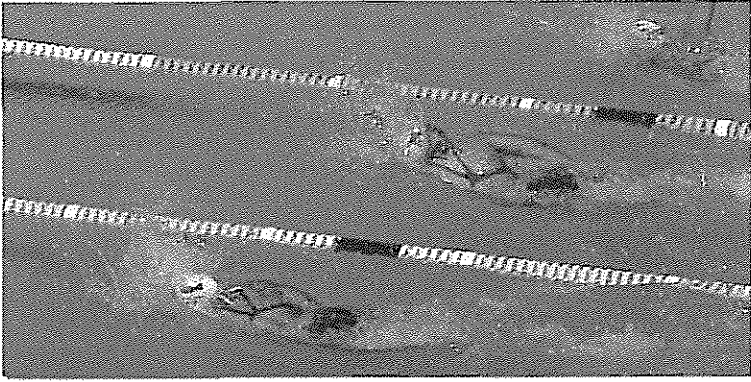
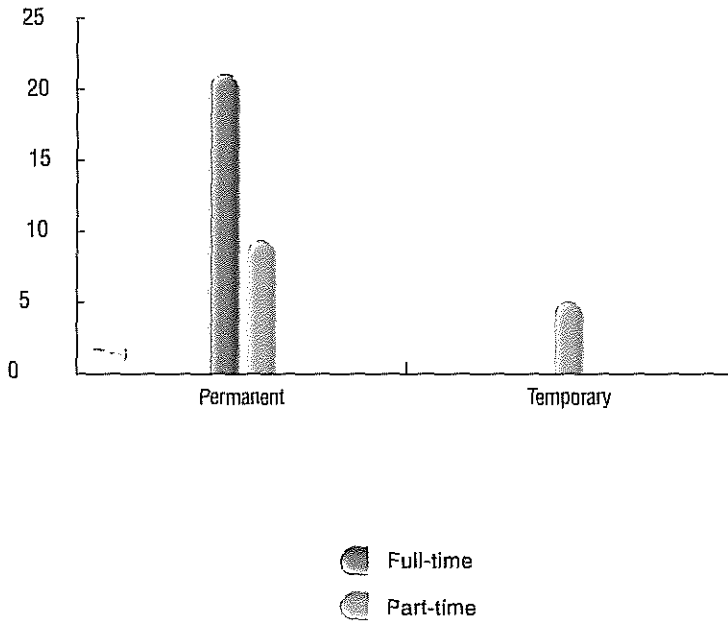


Figure
6

STAFFING EMPLOYMENT BREAKDOWN



Compliance index

This annual report takes into consideration:

- the guidelines for the content, preparation and presentation of annual reports by statutory authorities (*Senate Hansard 11 November 1982*);
- the terms of reference — Senate resolution of 14 December 1989 (cited in appendix I of report on the examination of annual reports No. 1 of 1992); and
- the revised annual report requirements for departments approved by the Joint Committee of Public Accounts under subsection 25[7] of the *Public Service Act 1922* on 17 March 1994 — updated April 1998).

The compliance components required within these considerations are indexed in table 13.

**Table
13**

COMPLIANCE INDEX

Compliance issue	Report section	Page
Corporate overview	Part 2 — ASDA at a glance	17
Discretionary grants	Part 4 — Other corporate matters	69
Enabling legislation	Part 2 — ASDA at a glance	17
Financial statements	Part 5 — Appendix C	83
Freedom of Information	Part 4 — Other corporate matters	71
Industrial Democracy	Part 4 — Other corporate matters	71
Internal and external scrutiny	Part 4 — Other corporate matters	71
Letter of transmission	Preliminary	3
Occupational health and safety	Part 4 — Other corporate matters	71
Power and objects	Part 5 — Appendix A	79
Responsible Minister	Part 2 — ASDA at a glance	17
Social justice and equity	Part 4 — Other corporate matters	71
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5. Appendices

**NO WARNINGS,
NO CAUTIONS.
GAME OVER.**

If you're a drug cheat, you're out.
Information at www.asda.org.au



We support true champions

Appendix A

The objects, functions and powers of the agency as specified in the ASDA Act

Objects

The objects of the establishment of the agency are to:

- deter the use of scheduled drugs or doping methods in sport;
- encourage the development of programs to educate the sporting community about matters relating to drugs-in-sport;
- advocate the international adoption of consistent and effective anti-doping programs; and
- coordinate the development of a consistent and effective national response to matters relating to drugs in sport.

Functions

The functions of the agency include provisions to:

- maintain an up-to-date schedule of drugs and doping methods and permitted levels (if any), listed by the IOC as drugs and doping methods for which to test competitors and disseminate the contents of schedule;
- establish and maintain a Register of Notifiable Events;
- notify persons and bodies of entries to the Register of Notifiable Events;
- develop and implement drug testing programs;
- encourage Australian national sporting organisations, state and territory sporting organisations and professional sporting organisations to develop and implement comprehensive and consistent anti-doping initiatives and use the services of the agency and accredited laboratories;
- develop and implement initiatives that increase the skills and knowledge of people involved in sporting activities about matters relating to drugs in sport;
- advocate and support research in and outside of Australia about drugs in sport;
- implement anti-doping arrangements; and
- encourage government departments and authorities of the states and territories to carry out initiatives relating to drugs in sport.

Powers

The agency has the power to do all things necessary or convenient for or in connection with the performance of its functions and, in particular, may:

- enter into contracts;
- acquire, hold and dispose of real and personal property;

- obtain goods and services on credit from any person by the use of a credit card;
- occupy, use and control any land or building owned or held under lease by the Commonwealth and made available for the purposes of the agency;
- appoint agents and attorneys, and act as an agent for other persons;
- engage persons to perform services for the agency;
- accept gifts, grants, bequests and devises made to the agency (whether on trust or otherwise) and act as trustee of money or other property vested in the agency on trust;
- develop, maintain, distribute and publish information on procedures for, and developments concerning, the collection and testing of samples; and
- do anything incidental to any of its powers.

The agency may charge fees for providing services, information or advice.

The amount of a fee must not be such as to amount to taxation.

ASDA can exercise these powers within or outside Australia.

Appendix B

Powers of the Minister under the ASDA Act

THE MINISTER HAS POWERS UNDER THE FOLLOWING SECTIONS OF THE ASDA ACT (AS AT 30 JUNE 1998) TO:

appoint members to the ASDA board	20 (1)
determine members' terms and conditions of appointment not otherwise provided for in the Act	31
grant leave of absence to the Chairperson	33 (1)
approve the Chief Executive engaging in paid employment outside the duties of the Chief Executive office	35 (1)
appoint an Acting Chairperson, Deputy Chairperson, Chief Executive and members	37 (1)(2)(3) & (4)
terminate a member's appointment under certain circumstances	36 (1) & (2)
approve the agency's strategic plan	48 (1) & (2)
approve variations to the agency's strategic plan	49 (2)
approve the agency's annual operational plan	52 (1) & (2)
approve the agency entering into contracts involving payment or the receipt of more than \$100,000, or into lease arrangements of land for ten years or more	62 (1)

THE MINISTER ALSO HAS STATUTORY POWERS UNDER THE FOLLOWING SECTIONS OF THE ASDA ACT TO DIRECT THE CHAIRPERSON OR AGENCY TO:

provide the Minister with details of positive and negative test results	18 (1)(2) & (2a)
convene a meeting of the agency board	21 (2)
revise the agency's annual operational plan if of the opinion that the plan is inconsistent with the agency's strategic plan	51 (1)
perform its functions or exercise its powers in accordance with a written direction	68 (1)

Appendix C

Financial statements



INDEPENDENT AUDIT REPORT

To the Minister for Sport and Tourism

Scope

I have audited the financial statements of the Australian Sports Drug Agency for the year ended 30 June 1999. The financial statements comprise:

- Statement by Directors
- Operating Statement
- Statement of Assets and Liabilities
- Statement of Cash Flows
- Schedule of Commitments
- Schedule of Contingencies, and
- Notes to and forming part of the Financial Statements.

The members of the Board are responsible for the preparation and presentation of the financial statements and the information they contain. I have conducted an independent audit of the financial statements in order to express an opinion on them to you.

The audit has been conducted in accordance with Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards, to provide reasonable assurance as to whether the financial statements are free of material misstatement. Audit procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial statements, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial statements are presented fairly in accordance with Australian Accounting Standards, other mandatory professional reporting requirements so as to present a view of the entity which is consistent with my understanding of its financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.



Australian National
Audit Office

Audit Opinion

In my opinion:

- (i) the financial statements have been prepared in accordance with Schedule 2 of the Finance Minister's Orders; and
- (ii) the financial statements give a true and fair view, in accordance with applicable Accounting Standards, other mandatory professional reporting requirements and Schedule 2 of the Finance Minister's Orders, of the financial position of the Australian Sports Drug Agency as at 30 June 1999 and the results of its operations and its cash flows for the year then ended.

Australian National Audit Office



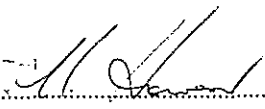
Allan M. Thompson
Executive Director

Delegate of the Auditor-General

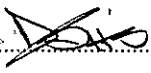
Canberra
20 September 1998

AUSTRALIAN SPORTS DRUG AGENCY
STATEMENT BY DIRECTORS

In our opinion, the attached financial statements present fairly the information required by the Minister for Finance's Guidelines for Financial Statements of Commonwealth Authorities.

Signed.....
N Howson
Director

September 1999

Signed.....
D Sias
Director

September 1999

AUSTRALIAN SPORTS DRUG AGENCY

OPERATING STATEMENT
for the year ended 30 June 1999

	Notes	1999 \$	1998 \$
NET COST OF SERVICES			
Operating expenses			
Employees	4A	2,218,483	2,149,730
Suppliers	4B	2,748,039	2,103,161
Depreciation and amortisation	4C	97,573	78,125
Net loss from foreign exchange	4D	1,934	-1,215
Net losses from sale of assets	4E	40,952	7,695
Total operating expenses		<u>5,106,981</u>	<u>4,337,496</u>
Operating revenues from independent sources			
Sales of goods and services		1,086,071	923,040
Interest	5A	21,010	16,752
Other	5B	45,353	73,801
Total operating revenues from independent sources		<u>1,152,434</u>	<u>1,013,593</u>
Net cost of services		<u>3,954,547</u>	<u>3,323,903</u>
REVENUES FROM GOVERNMENT			
Revenues from government			
Parliamentary appropriations received	6	4,416,500	3,271,000
Total revenues from government		<u>4,416,500</u>	<u>3,271,000</u>
Surplus (deficit) of revenues from government over net cost of services		461,953	-52,903
Accumulated surpluses (deficits) at beginning of reporting period		-34,104	18,799
Accumulated surpluses (deficits) at end of reporting period		<u><u>427,849</u></u>	<u><u>-34,104</u></u>

The accompanying notes form part of these financial statements.

AUSTRALIAN SPORTS DRUG AGENCY

STATEMENT OF ASSETS AND LIABILITIES

as at 30 June 1999

	Notes	1999 \$	1998 \$
PROVISIONS AND PAYABLES			
Employees	7A	419,509	431,720
Suppliers	7B	334,973	255,326
Other	7C	93,150	19,761
Total provisions and payables		<u>847,632</u>	<u>706,807</u>
Total liabilities		<u>847,632</u>	<u>706,807</u>
EQUITY			
Capital	8	174,009	174,009
Accumulated surpluses or (deficits)	8	427,849	-34,104
Total equity		<u>601,858</u>	<u>139,905</u>
Total liabilities and equity		<u>1,449,490</u>	<u>846,712</u>
FINANCIAL ASSETS			
Cash	9A	427,593	114,443
Receivables	9B	499,064	348,756
Total financial assets		<u>926,657</u>	<u>463,199</u>
NON-FINANCIAL ASSETS			
Infrastructure, plant and equipment	10A,B	235,722	269,127
Intangibles	10C	256,329	29,865
Inventories	10D	28,156	47,110
Other	10E	2,626	37,411
Total non-financial assets		<u>522,833</u>	<u>383,513</u>
Total assets		<u>1,449,490</u>	<u>846,712</u>
Current liabilities		649,946	507,245
Non-current liabilities		197,686	199,562
Current assets		957,439	547,720
Non-current assets		492,051	298,992

The accompanying notes form part of these financial statements.

AUSTRALIAN SPORTS DRUG AGENCY

STATEMENT OF CASH FLOWS

for the year ended 30 June 1999

	Notes	1999 \$	1998 \$
OPERATING ACTIVITIES			
Cash received			
Appropriations		4,416,500	3,271,000
Sales of goods and services		1,016,666	750,468
Interest		21,010	17,797
Other receipts		45,353	66,562
Total cash received		<u>5,499,529</u>	<u>4,105,827</u>
Cash used			
Employees		2,230,694	2,071,325
Suppliers		2,624,101	2,072,502
Total cash used		<u>4,854,795</u>	<u>4,143,827</u>
Net cash from operating activities	11	<u>644,734</u>	<u>(38,000)</u>
INVESTING ACTIVITIES			
Cash received			
Proceeds from sales of property, plant & equipment		1,480	2,725
Total cash received		<u>1,480</u>	<u>2,725</u>
Cash used			
Purchase of property, plant & equipment		333,064	86,010
Total cash used		<u>333,064</u>	<u>86,010</u>
Net cash from investing activities		<u>(331,584)</u>	<u>(83,285)</u>
Net increase (decrease) in cash held		313,150	(121,285)
add cash at 1 July	9A	<u>114,443</u>	<u>235,728</u>
Cash at 30 June	9A	<u>427,593</u>	<u>114,443</u>

The accompanying notes form part of these financial statements.

AUSTRALIAN SPORTS DRUG AGENCY

SCHEDULE OF COMMITMENTS

for the year ended 30 June 1999

	1999	1998
BY TYPE		
OTHER COMMITMENTS		
Operating leases 1	427,252	427,252
Other commitments 1	131,550	461,203
Total other commitments	<u>558,802</u>	<u>888,455</u>
Net commitments	<u>558,802</u>	<u>888,455</u>
BY MATURITY		
All net commitments	296,938	626,591
One year or less	165,388	165,388
From one to two years	96,476	96,476
From two to five years	-	-
Over five years	-	-
Net commitments	<u>558,802</u>	<u>888,455</u>
Operating lease commitments		
One year or less	165,388	165,388
From one to two years	165,388	165,388
From two to five years	96,476	96,476
Over five years	-	-
Net commitments	<u>427,252</u>	<u>427,252</u>

1. Operating leases are exclusively in relation to office accommodation.

2. Other commitments comprise outstanding Education and Information Services that will be provided in 1999/00 which were scheduled for the 1998/99 financial year.

AUSTRALIAN SPORTS DRUG AGENCY

SCHEDULE OF CONTINGENCIES
for the year ended 30 June 1999

	1999 \$	1998 \$
CONTINGENT LOSSES		
Total contingent losses	<u>-</u>	<u>-</u>
Net contingencies	<u>-</u>	<u>-</u>

AUSTRALIAN SPORTS DRUG AGENCY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 1999

Note	Description
1.	Summary of Significant Accounting Policies
2.	Segment Reporting
3.	Economic Dependency
4.	Goods and services expenses
5.	Operating revenue from independent sources
6.	Revenues from Government
7.	Provisions and Payables
8.	Equity
9.	Financial assets
10.	Non-financial assets
11.	Cash Flow Reconciliation
12.	Remuneration of Directors
13.	Related Party Disclosures
14.	Remuneration of Officers
15.	Remuneration of Auditors

1. Summary of Significant Accounting Policies

1.1 Basis of accounting

The financial statements are a general purpose financial report.

They have been prepared in accordance with

- Guidelines titled *Financial Statements of Commonwealth Authorities* issued by the Minister for Finance in July 1998 (the 'Guidelines') which require that the financial statements are prepared
 - in compliance with Australian Accounting Standards and Accounting Guidance Releases issued by the Australian Accounting Research Foundation and
 - having regard to Statements of Accounting Concepts, and
 - the Consensus Views of the Urgent Issues Group.

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

1.2 Rounding

Amounts are rounded to the nearest dollar.

1.3 Taxation

The Agency is exempt from all forms of taxation except fringe benefits tax.

1.4 Inventories

All inventories held for sale are stated at the lower of cost or net realisable value. Non-saleable inventories are valued at cost. Stocks of obsolete items are valued at nil.

1.5 Property, plant and equipment

All assets with a cost of less than \$1,000 are expensed in the year of acquisition. Assets include additions and enhancements that form part of the whole of the item. Items of plant and equipment are depreciated using the reducing balance method.

Assets are reported at cost value.

The carrying amounts of non-current assets of the Australian Sports Drug Agency have been reviewed to determine whether they are in excess of their recoverable amounts.

Leasehold improvements are amortised on a straight line basis over the lesser of the estimated useful life of the improvements or the unexpired period of the lease.

Depreciation rates applying to each class of asset are as follows:

	1999	1998
Plant and equipment	3 to 6 years	3 to 6 years

The aggregate amount of depreciation allocated for each class of asset during the reporting period is disclosed in Note 4C.

1.6 Employee Entitlements

The provision for employee entitlements encompasses annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken by employees is less than the annual entitlement for sick leave.

The provision for annual leave reflects the value of total annual leave entitlements of all employees at 30 June 1999 and is recognised at its nominal value.

The liability for long service leave is recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at 30 June 1999. In determining the present value of the liability, attrition rates and pay increases through promotion and inflation have been taken into account.

The provision for superannuation benefits is based on the notional accumulation of superannuation benefits by the Agency for short-term and highly casual staff. Interest is accumulated as part of the benefit. The provision is included under current liabilities.

1.7 Leases

ASDA does not have any finance leases.

Operating lease payments are charged to the Operating Statement on a basis which is representative of the pattern of benefits derived from the leased assets.

1.8 Foreign currency transactions

Transactions denominated in a foreign currency are converted at the rate of exchange prevailing at the date of the transaction. At balance date, amounts receivable and payable in foreign currency are translated at the exchange rate prevailing at that date and any exchange differences are brought to account in the Operating Statement.

1.9 Bad and doubtful debts

Bad debts are written off during the year in which they are identified. A provision is raised for doubtful debts based on a review of all outstanding accounts at year end.

1.10 Cash

For the purpose of the Statement of Cash Flows, cash includes deposits held at call with a bank and investments in money market instruments.

1.11 Comparative figures

Where necessary, comparative figures have been adjusted to conform with changes in presentation in these financial statements.

2. Segment Reporting

The Agency operates in the sporting sector where it promotes the practice of drug free sport. The Agency primarily operates throughout Australia, however as sport is international, it is at times required to perform limited functions in other countries, where Australians may be competing.

3. Economic Dependency

The Agency is dependent on appropriations from the Parliament to carry out its normal activities.

The Agency is controlled by the Government of the Commonwealth of Australia.

	1999	1998
4. Goods and services expenses		
<u>4A. Employee Expenses</u>		
Salaries	1,987,587	1,855,317
Superannuation	226,818	234,952
Other	-	8,163
Annual leave provision	5,954	(1,895)
Long service leave provision	(1,876)	53,193
	<u>2,218,483</u>	<u>2,149,730</u>

The Agency contributes to the Commonwealth Superannuation (CSS) and the Public Sector (PSS) superannuation schemes which provide retirement, death and disability benefits to employees. Contributions to the schemes are at rates calculated to cover existing and emerging obligations. Current contribution rates are 16.5% of salary (CSS) and 9.7% of salary (PSS). An additional 3% is contributed for employer productivity benefits. Short term and casual employees accrue benefits consistent with the requirements of the Superannuation Guarantee Act. For 1998-99 the relevant rate was 7% of salary.

4B. Suppliers

Supply of goods and services	2,568,049	1,910,511
Operating lease rentals	179,990	192,650
	<u>2,748,039</u>	<u>2,103,161</u>

4C. Depreciation and amortisation

Depreciation of property, plant and equipment	80,857	72,545
Amortisation of intangibles	16,716	5,580
	<u>97,573</u>	<u>78,125</u>

4D. Net losses from foreign exchange

Supply of goods and services	<u>1,934</u>	<u>(1,215)</u>
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	1999	1998
4E. Net losses from sale of assets		
Plant and equipment	9,466	7,695
Intangibles	<u>31,486</u>	<u>-</u>
	<u>40,952</u>	<u>7,695</u>
5. Operating Revenue from Independent Sources		
5A. Interest on deposits		
	<u>21,010</u>	<u>16,752</u>
5B. Other Revenues		
User charges and service fees	45,353	71,000
Other	-	2,801
	<u>45,353</u>	<u>73,801</u>
6. Revenues from Government		
6A. Parliamentary Appropriations		
Appropriation Act No. 1	<u>4,416,500</u>	<u>3,271,000</u>
7. Provisions and Payables		
7A. Liabilities to Employees		
Salaries and wages	26,764	52,966
Annual Leave	154,659	148,705
Superannuation Benefits	40,399	30,487
Long Service Leave	197,686	199,562
Aggregate employee entitlement liability	<u>419,509</u>	<u>431,720</u>
7B. Suppliers		
Trade creditors	<u>334,973</u>	<u>255,326</u>
7C. Other Liabilities		
Fees received in advance	<u>93,150</u>	<u>19,761</u>

8. Equity

Item	Capital	Accumulated Results	TOTAL EQUITY
Balance at 1 July 1998	174,009	(34,104)	139,905
Surplus/(deficit)	-	461,953	461,953
Balance at 30 June 1999	174,009	427,849	601,858

	1999	1998
9. Financial Assets		
<u>9A. Cash at bank and on hand</u>	<u>427,593</u>	<u>114,443</u>
<u>9B. Receivables</u>		
Goods and services	<u>499,064</u>	<u>348,756</u>
Receivables includes receivables overdue by:		
- less than 30 days	-	255,915
- 30 to 60 days	149,308	15,908
- more than 60 days	<u>349,756</u>	<u>76,933</u>
	<u>499,064</u>	<u>348,756</u>
10. Non-financial assets		
<u>10A. Plant and equipment</u>		
Plant and equipment - at cost	585,037	567,815
Accumulated depreciation	<u>(349,315)</u>	<u>(298,688)</u>
Total Plant and equipment	<u>235,722</u>	<u>269,127</u>
<u>10B. Analysis of Plant and Equipment</u>		

Item	Plant and equipment	Intangibles	Totals
Gross value as at 1 July 1998	567,815	56,363	624,178
Additions	58,401	274,663	333,064
Disposals	(41,178)	(44,663)	(85,841)
Gross value as at 30 June 1999	585,038	286,363	871,401
Accumulated depreciation as at 1 July 1998	298,688	26,498	325,186
Depreciation charge for assets held at 1 July 1998	65,887	10,750	76,637
Depreciation charge for additions	14,970	5,963	20,933
Adjustment for disposals	(30,229)	(13,477)	(43,406)
Accumulated depreciation as at 30 June 1999	349,316	30,034	379,350
Net book value 30 June 1999	235,722	256,329	492,051
Net book value 1 July 1998	269,127	29,865	298,992

	1999	1998
10C. Intangibles		
Computer software - at cost	36,364	56,363
Accumulated amortisation	<u>(30,036)</u>	<u>(26,498)</u>
Total Computer software	<u>6,328</u>	<u>29,865</u>
Work in progress – testing data base	<u>250,000</u>	<u>-</u>
Total intangibles	<u>256,328</u>	<u>29,865</u>

10D. Inventories

Inventories held for sale	4,465	33,421
Consumable stores not held for sale	<u>23,691</u>	<u>13,689</u>
	<u>28,156</u>	<u>47,110</u>

10E. Other Non-Financial Assets

Prepayments	<u>2,626</u>	<u>37,411</u>
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11. Cash Flow Reconciliation

Reconciliation of net cash flows from operating activities to Net Cost of Services.

Net Cost of Services	(3,954,547)	(3,323,903)
Revenues from Government	<u>4,416,500</u>	<u>3,271,000</u>
Operating Surplus (Deficit)	461,953	(52,903)
Depreciation and amortisation of plant and equipment	97,573	78,125
Loss on disposal of plant and equipment	9,466	7,695
Loss on disposal of intangibles	31,486	-
Decrease/(Increase) in receivables	(150,308)	(171,527)
Increase/(decrease) in employee liabilities	(12,211)	78,405
Decrease/(Increase) in inventory	18,954	(23,697)
Increase/(decrease) in liability to suppliers	79,647	67,999
Increase/(decrease) in other payables	73,389	(7,239)
Decrease/(increase) in other assets	<u>34,785</u>	<u>(14,858)</u>
Net cash provided/(used) operating activities	<u>644,734</u>	<u>(38,000)</u>

1999

1998

12. Remuneration of Directors

Remuneration received or due and receivable by directors of the Agency:

	<u>121,193</u>	<u>114,370</u>
The number of directors of the Agency as at 30 June are shown below in the relevant remuneration bands		
\$ Nil - \$10,000	5	5
\$ 100,000 - \$110,000	-	1
\$ 110,000 - \$120,000	<u>1</u>	<u>-</u>
	<u>6</u>	<u>6</u>

The Chief Executive of the Agency is a director, but receives no additional remuneration for these duties. The remuneration band described above reflects the full year remuneration entitlement of the Chief Executive position, excluding performance based pay.

13. Related Party Disclosures**Directors of the Agency**

The Directors of the Agency during the year were:

Ms D Sias (Chairperson)
 Dr B Sando, OAM
 Ms S Buchanan, OAM
 Mr J Landy
 Dr A McLachlan
 Ms N Howson

The aggregate remuneration of Directors is disclosed in Note 12.

14. Remuneration of Officers

Income received or due and receivable by Officers:

<u>109,023</u>	<u>84,883</u>
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The remuneration includes all Officers classified at equivalent Senior Executive Service levels during 1998-99 except the Chief Executive. Details in relation to the Chief Executive have been incorporated into Note 12 - Remuneration of Directors

15. Remuneration of Auditors

Remuneration to the Auditor-General for auditing the financial statements for the reporting period.

<u>24,000</u>	<u>27,000</u>
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Remuneration to Bates & Pickering for internal audit services and the review of the financial statements for the reporting period.

<u>8,770</u>	<u>12,360</u>
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16. Financial Instruments

a) Terms, conditions and accounting policies

Financial Instrument	Notes	Accounting Policies and Methods (including recognition criteria and measurement basis)	Nature of underlying instrument (including significant terms and conditions affecting the amount, timing and certainty of cash flows)
<i>Financial assets</i>		Financial assets are recognised when control over future economic benefits is established and the amount of the benefit can be reliably measured.	
Receivables for goods & services	9B	These receivables are recognised at the nominal amounts due less any provision for bad and doubtful debts. Provisions are made when collection of the debt is judged to be less rather than more likely.	Credit terms are net 30 days.
<i>Financial Liabilities</i>		Financial liabilities are recognised when a present obligation to another party is entered into and the amount of the liability can be reliably measured.	
Trade creditors	7B	Creditors and accruals are recognised at their nominal amounts, being the amounts at which the liabilities will be settled. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).	Settlement is usually made net 30 days.

16. Financial Instruments (cont.)

(b) Interest Rate Risk

Financial Instrument	Notes	Floating Interest Rate	Fixed Interest Rate					Non-Interest Bearing	Total	Weighted Average Effective Interest Rate
			1 year or less	1 to 2 years	2 to 5 years	> 5 years				
			1998-99 \$'000	1998-99 \$'000	1998-99 \$'000	1998-99 \$'000	1998-99 \$'000			
Financial Assets (Recognised)										
Cash at Bank	9A	427	-	-	-	-	-	427	4.9	
Cash on Hand	9A	-	-	-	-	-	1	1	n/a	
Receivables for Goods and services	9B	-	-	-	-	-	499	499	n/a	
Total Financial Assets (Recognised)		427	-	-	-	-	500	927		
Financial Liabilities (Recognised)										
Total assets								927		
Trade creditors	7B	-	-	-	-	-	335	335	n/a	
Total Financial Liabilities (Recognised)		-	-	-	-	-	335	335		
Total Liabilities								847		

16. Financial Instruments (cont.)**(c) Net Fair Values of Financial Assets and Liabilities**

	Note	1998-99	
		Total carrying amount \$'000	Aggregate net fair value \$'000
Financial assets			
Cash at Bank	9A	427	427
Cash on Hand	9A	1	1
Receivables for Goods and Services	9B	499	499
Total Financial Assets		927	927
Financial Liabilities (Recognised)			
Trade creditors	7B	335	335
Total Financial Liabilities (Recognised)		335	335

Financial assets

The net fair values of cash, deposits on call and non-interest bearing monetary financial assets approximate their carrying amounts.

Financial liabilities

The net fair value of trade creditors, all of which are short term in nature, are approximated by their carrying amounts.

(d) Credit Risk Exposure

The economic entity's maximum exposures to credit risk at reporting date in relation to each class of recognised financial assets is the carrying amount of those assets as indicated in the Statement of Assets and Liabilities.

The economic entity has no significant exposures to any concentrations of credit risk.

All figures for credit risk do not take into account the value of any collateral or other security.

Appendix D

International List of Incidences

Entries on the International List of Incidences

INTERNATIONAL LIST OF INCIDENCES — ENTRIES

Sport	Test Type	Test Date	Class of substance	Substance	Sanction
Cycling — BMX (Australia)	Event	29/7/98	Anabolic Agent UCI advice	Terbutaline	Awaiting
Cycling — BMX (Australia)	Event	29/7/98	Anabolic Agent UCI advice	Salbutamol	Awaiting
Weightlifting (Australia)	OOC	2/9/98	Anabolic Agent	Stanozolol	2 year suspension
Strongman (New Zealand)	Event	7/4/99	Anabolic Agent	Stanozolol	5 month suspension (domestic competition) 18 month suspension (international competition)

Appendix E

ASDA's drug testing for 1998-99

1998-99 TOTAL DRUG TESTING NUMBERS

	1-Jul-98 to 30-Sep-98	1-Oct-98 to 31-Dec-98	1-Jan-99 to 31-Mar-99	1-Apr-99 to 30-Jun-99	Total 98-99
Govt Funded	518	617	648	638	2421
User Pay	833	418	738	391	2380
Total 98-99	1351	1035	1386	1029	4801

SUMMARY OF GOVERNMENT-FUNDED AND USER-PAYS DRUG TESTING BY SPORT

	Govt Funded	User Pay	Total
Arafura Games	5	14	19
Archery	4	0	4
Athletics	334	28	362
Australian Football	0	414	414
Badminton	13	0	13
Baseball	19	0	19
Basketball	68	46	114
BMX	43	12	55
Body Building	0	36	36
Boxing	31	0	31
Canoeing	112	0	112
Cricket	14	26	40
Cycling	248	57	305
Darts	0	4	4
Diving	32	3	35
Equestrian	17	0	17
Fencing	14	4	18

	Event Tests			Out of Competition Tests			Total Tests
	Domestic	International	Total	Domestic	International	Total	
Arafura Games	0	5	5	0	0	0	5
Archery	4	0	4	0	0	0	4
Athletics	63	47	110	216	8	224	334
Badminton	4	0	4	9	0	9	13
Baseball	4	0	4	15	0	15	19
Basketball	0	12	12	56	0	56	68
BMX	6	18	24	19	0	19	43
Boxing	12	0	12	15	4	19	31
Canoeing	30	0	30	82	0	82	112
Cricket	4	0	4	10	0	10	14
Cycling	84	28	112	127	9	136	248
Diving	13	3	16	16	0	16	32
Equestrian	6	0	6	11	0	11	17
Fencing	10	0	10	4	0	4	14
Gymnastics	11	0	11	24	0	24	35
Handball	6	0	6	15	0	15	21
Hockey	22	10	32	53	0	53	85
Ice Racing	6	0	6	3	0	3	9
Judo	5	0	5	33	0	33	38
Karate	6	0	6	16	0	16	22
Lawn Bowls	3	0	3	8	0	8	11
Modern Pentathlon	4	0	4	3	0	3	7
Mountain Bike	18	0	18	14	0	14	32
Netball	4	4	8	11	0	11	19
Powerlifting	38	0	38	111	0	111	149
Rowing	24	0	24	86	0	86	110
Rugby League	0	10	10	3	0	3	13

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	Govt Funded	User Pay	Total
Gymnastics	35	0	35
Handball	21	0	21
Hockey	85	6	91
Ice Racing	9	0	9
Judo	38	0	38
Karate	22	0	22
Lawn Bowls	11	0	11
Modern Pentathlon	7	0	7
Motorcycling	0	18	18
Mountain Bike	32	0	32
Netball	19	0	19
Powerlifting	149	0	149
Rowing	110	0	110
Rugby League	13	1263	1276
Rugby Union	13	179	192
Shooting	18	2	20
Soccer	46	84	130
Softball	33	0	33
Squash	13	0	13
Strongman	1	3	4
Surf Life Saving	50	39	89
Swimming	293	95	388
Synchronised Swimming	2	0	2
Table Tennis	6	0	6
Taekwondo	7	0	7
Tennis	10	0	10
Touch Football	39	0	39
Trampoline	10	11	21

This table replaces table on page 106

Appendix E ASDA's drug testing for 1998-99 continued

	Govt Funded	User Pay	Total
Triathlon	90	2	92
Volleyball	41	2	43
Waterpolo	39	0	39
Waterskiing	25	0	25
Weightlifting	115	0	115
Wrestling	28	2	30
Yachting	37	30	67
Total	2421	2380	4801

7-1

GOVERNMENT-FUNDED TESTING 1998-99

	Event Tests			Out of Competition Tests			Total Tests
	Domestic	International	Total	Domestic	International	Total	
Arafura Games	0	5	5	0	0	0	5
Archery	4	0	4	0	0	0	4
Athletics	63	47	110	216	8	224	334
Badminton	4	0	4	9	0	9	13
Baseball	4	0	4	15	0	15	19
Basketball	0	12	12	56	0	56	68
BMX	6	18	24	19	0	19	43
Boxing	12	0	12	15	4	19	31
Canoeing	30	0	30	82	0	82	112
Cricket	4	0	4	10	0	10	14
Cycling	84	28	112	127	9	136	248
Diving	13	3	16	16	0	16	32
Equestrian	6	0	6	11	0	11	17
Fencing	10	0	10	4	0	4	14
Gymnastics	11	0	11	24	0	24	35
Handball	6	0	6	15	0	15	21
Hockey	22	10	32	53	0	53	85
Ice Racing	6	0	6	3	0	3	9
Judo	5	0	5	33	0	33	38
Karate	6	0	6	16	0	16	22
Lawn Bowls	3	0	3	8	0	8	11
Modern Pentathlon	4	0	4	3	0	3	7
Mountain Bike	18	0	18	14	0	14	32
Netball	4	4	8	11	0	11	19
Powerlifting	38	0	38	111	0	111	149
Rowing	24	0	24	86	0	86	110
Rugby League	0	10	10	3	0	3	13

GOVERNMENT-FUNDED TESTING 1998-99

	Event Tests			Out of Competition Tests			Total Tests
	Domestic	International	Total	Domestic	International	Total	
Hugby Union	0	0	0	9	4	13	13
Shooting	16	0	16	2	0	2	18
Soccer	6	4	10	36	0	36	46
Softball	9	7	16	17	0	17	33
Squash	9	0	9	4	0	4	13
Strongman	0	1	1	0	0	0	1
Surf Life Saving	22	0	22	25	3	28	50
Swimming	40	24	64	229	0	229	293
Synchronised Swimming	0	0	0	2	0	2	2
Table Tennis	4	0	4	2	0	2	6
Taekwondo	0	0	0	7	0	7	7
Tennis	0	0	0	10	0	10	10
Touch Football	12	0	12	27	0	27	39
Trampolineing	0	5	5	5	0	5	10
Triathlon	23	0	23	66	1	67	90
Volleyball	16	0	16	25	0	25	41
Waterpolo	9	0	9	30	0	30	39
Waterskiing	8	0	8	17	0	17	25
Weightlifting	15	16	31	84	0	84	115
Wrestling	0	14	14	13	1	14	28
Yachting	10	12	22	0	15	15	37
Total	586	220	806	1570	45	1615	2421

USER-PAYS TESTING 1998-99

	Event Tests			Out of Competition Tests			Total Tests
	Domestic	International	Total	Domestic	International	Total	
Arafura Games	0	14	14	0	0	0	14
Athletics	4	9	13	0	15	15	28
Australian Football	128	0	128	286	0	286	414
Basketball	23	0	23	23	0	23	46
BMX	0	12	12	0	0	0	12
Body Building	15	0	15	21	0	21	36
Cricket	20	0	20	6	0	6	26
Cycling	37	20	57	0	0	0	57
Darts	4	0	4	0	0	0	4
Diving	0	3	3	0	0	0	3
Fencing	4	0	4	0	0	0	4
Hockey	0	6	6	0	0	0	6
Motorcycling	18	0	18	0	0	0	18
Rugby League	361	0	361	902	0	902	1263
Rugby Union	88	4	92	87	0	87	179
Shooting	0	0	0	2	0	2	2
Soccer	38	0	38	46	0	46	84
Strongman	3	0	3	0	0	0	3
Surf Life Saving	25	0	25	14	0	14	39
Swimming	1	19	20	11	64	75	95
Trampolineing	0	11	11	0	0	0	11
Triathlon	0	0	0	0	2	2	2
Volleyball	0	0	0	2	0	2	2
Wrestling	0	2	2	0	0	0	2
Yachting	0	30	30	0	0	0	30
Total	769	130	899	1400	81	1481	2380

Appendix F

Register of Notifiable Events

ENTRIES ON REGISTER OF NOTIFIABLE EVENTS FOR 1988-99 BY CLASS AND SUBSTANCE

Category	Class	Substance	Sport	Sanction	Date of entry	Type of test	Date of test
Prohibited substance	Anabolic agents	Clenbuterol	Powerlifting	3 year ban	10/9/98	OOC	25/7/98
			Weightlifting	2 year ban	11/9/98	OOC	4/8/98
		Nandrolone	Powerlifting	Life ban	17/7/98	OOC	2/6/98
			Athletics*	TBA	18/5/99	OOC	23/3/99
		Norethandrolone	Athletics*	TBA	18/5/99	OOC	23/3/99
		Salbutamol	Rugby league (ORL)	Warning	28/9/98	Event	18/7/98
			Rugby league (ORL)	Warning	29/9/98	Event	27/7/98
			Rugby league (ORL)	Warning	28/9/98	OOC	4/8/98
			Rugby league (ORL)	Warning	20/10/98	OOC	14/8/98
			Handball	No sanction	16/12/98	Event	16/10/98
			Canoeing	No sanction	30/11/98	OOC	20/10/98
			Swimming (disabled)	Warning	28/1/99	OOC	17/11/98
			Yachting	No sanction	7/1/99	OOC	23/11/98
			Swimming (disabled)	Warning	28/1/99	OOC	23/11/98
		Stanozolol	Wrestling	2 year ban	21/7/98	Event	6/6/98
			Bodybuilding	7 year ban	9/11/98	Event	20/9/9
			Bodybuilding	5 year ban	20/11/98	Event	11/10/98
			Rugby league	TBA	10/2/99	OOC	15/12/98
			Powerlifting	3 year ban	19/3/99	OOC	2/2/99
			Baseball	2 year ban	6/4/99	OOC	11/2/99

Appendix F Register of Notifiable Events continued

Category	Class	Substance	Sport	Sanction	Date of entry	Type of test	Date of test
Prohibited Substance	Anabolic Agents	Terbutaline Testosterone	Boxing	TBA	15/12/98	Event	1/11/98
			Rugby League	22 match suspension	4/9/98	OOO	8/4/98
			Powerlifting	Life ban	17/7/98	OOO	2/6/98
			Rugby League	22 match suspension	22/7/98	Event	6/6/98
	Diuretics	Canrenone	Canoe Polo	TBA	7/1/99	OOO	24/11/98
		Furosemide	Bodybuilding	1 year ban	9/11/98	OOO	23/9/98
	Narcotic Analgesic	Pethidine	Australian Football	No sanction	28/6/99	OOO	12/5/99
	Stimulants	Amfepramone	Rugby League	11 match concurrent suspension	22/7/98	Event	6/6/98
		Amphetamine	Rugby league	7 match suspension	3/2/99	OOO	15/12/98
			Rugby league	10 match suspension	10/6/99	Event	25/4/99
		Ephedrine	Rugby League	11 match concurrent suspension	22/7/98	Event	6/6/98
		Methylamphetamine	Rugby league	7 match suspension	3/2/99	OOO	15/12/98
			Athletics* (disabled)	TBA	1/6/99	Event	18/4/99
			Rugby league	10 match suspension	10/6/99	Event	25/4/99
		Methylphenidate	Athletics* (disabled)	TBA	1/6/99	Event	18/4/99

Category	Class	Substance	Sport	Sanction	Date of entry	Type of test	Date of test
Prohibited Substance	Stimulants	Phentermine	Powerlifting ¹	3 year ban	10/9/98	ODC	25/7/98
		Pseudo-ephedrine	Motorcycling	Warning	16/7/98	Event	7/6/98
			Soccer	3 mth ban	17/2/99	Event	12/1/99
Restricted substance	Cannabinoids	Cannabis	Motorcycling	Reprimand	17/7/98	Event	7/6/98
			Motorcycling	Reprimand	3/12/98	Event	24/10/98
Failure to comply	NA	NA	Canoeing	2 year ban	28/8/98	ODC	8/8/98
			Powerlifting	3 year ban	16/2/99	ODC	2/2/99
			Touch football	No sanction	16/4/99	ODC	15/3/99

¹ Entries belong to the same individual who was suspended for three years for the two results.

² Entries belong to the same individual who was banned for life.

³ Entries belong to the same individual—subject to Administrative Appeals Tribunal hearing.

⁴ Entries belong to the same individual who was suspended for 22 matches for the three results.

⁵ Entries belong to the same individual who was suspended for 7 matches for the two results.

⁶ Entries belong to the same individual. Outcome yet to be determined.

⁷ Entries belong to the same individual who was suspended for 10 matches for the two results.

ENTRIES ON REGISTER OF NOTIFIABLE EVENTS FROM PREVIOUS YEARS
WHERE OUTCOMES WERE TO BE ADVISED

Category	Class	Substance	Sport	Sanction	Date of entry	Type of test	Date of test
		Pseudo-ephedrine	Cycling	No sanction	3/6/98	Event	26/4/98
		Propofolane	Wrestling	2 year ban	17/7/97	Event	7/6/97
Restricted substance	Cannabinoids	Cannabis	Motorcycling	Warning	4/5/98	Event	13/3/98
			Motorcycling	Warning	4/5/98	Event	13/3/98
			Motorcycling	Warning	4/5/98	Event	13/3/98
			Motorcycling	Warning	4/5/98	Event	13/3/98

Appendix G

IOC Accredited Laboratories

Location	Head of the laboratory	Address
Athens Greece	Dr Costas Georgakopoulos	Olympic Center of Athens 'Spiros Louis' Hellenic Sports Research Institute Doping Control Laboratory of Athens 37, Kifissias Ave 15123 Maroussi Athens Tel: (30 1) 683 40 60 Fax: (30 1) 683 40 21 E-mail: oaka@athena.compulink.gr
Bangkok Thailand	Dr Tongtavuch Anukarahanonta Director	National Doping Control Centre Mahidol University New Biology Building 6th floor Rama 6 Road Bangkok 10400 Tel: (66 2) 245 67 01/03 Fax: (66 2) 245 67 04
Barcelona Spain	Dr Jordi Segura	Institut Municipal D'Investigacio Medica (IMIM) Department de Farmacologia I Toxicologia c/ Doctor Aiguader 80 08003 Barcelona Tel: (34.3) 221 10 09 Fax: (34.3) 221 32 37 E-mail: jsegura@imim.es
Beijing People's Republic of China	Dr. Moutian Wu	National Research Institute of Sports Medicine China Doping Control Center Tel An Ding Road 100029 Beijing Tel: (86 10) 649 80 525 Fax: (86 10) 649 12 136 Email: moutianw@public.bta.net.cn

Location	Head of the laboratory	Address
Bloemfontein Republic of South Africa	Dr. P.J. Van der Merwe	The University of the Orange Free State FARMOVS Research Centre for the Clinical Pharmacology and Drug Development Division of Prohibited Substances P.O. Box 339 (G6) Bloemfontein 9300 Tel: (27 51) 401 31 82 / 401 3179 Fax: (27 51) 447 17 79 Email: gnlmpudm@frm.uofs.ac.za
Cologne Germany	Dr. Wilhelm Schänzer Director	Deutsche Sporthochschule Köln Institute für Biochemie Carl-Diem-Weg 6 50933 Köln 41 Tel: (49 221) 497 13 13 Fax: (49 221) 497 32 36 E-mail: schaenzer@biochem.dshs-koeln.de & schaezner@uni.koeln.de
Copenhagen Denmark *Phase II	Prof. Henrik Engusen Poulsen Professor and Chief M. Sc. Karina Klampel Scientific Director	University Hospital Clinical Pharmacology 07B42 Rigshospitalet Tagensvej 20 DK-2200 Copenhagen Tel: (45) 35 45 76 71 Tel: (45) 35 45 76 91 (secre.) Fax: (45) 35 45 27 45 E-mail: henrikep@rh.dk
Gand Belgium	Prof. Dr. F. T. Delbeke	Universiteit Gent Faculteit van de Diergeneeskunde Vakgroep Farmacologie Farmacie en Toxicologie Salisburylaan 133 B-9820 Merelbeke Tel: (32 9) 264 73 47 Fax: (32 9) 264 74 97 E-mail: frans.Delbeke@rug.ac.be

Location	Head of the laboratory	Address
Helsinki Finland	Prof. Kimmo Kuoppasalmi	United Laboratory Ltd Doping Control Section Höyläamölie 14 00380 Helsinki Tel: (358 9) 50 60 51 / 50 60 52 Fax: (358 9) 50 60 54 10
Huddinge Sweden	Dr. Mats Garle Scientific director	Huddinge University Hospital Doping Control Laboratory C2-78 Department of Medical Laboratory Sciences and Technology S-141 86 Huddinge Tel: (46 8) 58 58 10 75 Fax: (46 8) 58 58 10 76 E-mail: mats.garle@pharmilab.hs.sl.se
Indianapolis United States of America	Dr Larry Bowers	Drug Analysis Laboratory for Athletic Drug Testing and Toxicology Department of Pathology and Laboratory Medicine Medical Science Building A-128 635 Barnhill Drive Indianapolis / Indiana 46202-5120 Tel: (1 317) 274 32 20 Fax: (1 317) 274 32 23 E-mail: lbowers@iupui.edu
Kreischa Germany	Prof. Klaus Müller	Institut Für Doping Analytik und Sportbiochemie Dresdner Strasse 12 D-01731 Kreischa b. Dresden Tel: (49 352) 06 20 60 Fax: (49 352) 062 06 20 Email: dopinganalytik.kreischa@t-online.de

Location	Head of the laboratory	Address
Lausanne Switzerland	Dr. Laurent Rivier Directeur scientifique	Laboratoire Suisse D'Analyse du Dopage Institut Universitaire de Médecine Légale Rue du Bugnon 21 1005 Lausanne Tel: (41 21) 314 73 30 Fax: (41 21) 314 73 33 / 70 90 E-mail: lad.central@inst.hospvd.ch laurent.rivier@inst.hospve.ch
Lisbon Portugal	Prof. Reys Scientific Director	Instituto do Desporto (INDESP) Laboratório de Análises Doping Bioquímica Direcção de Serviços de Medicina Desportiva Av. Professor Egas Moniz (Estádio Universitário) 1600 Lisboa Tel: (351 1) 795 40 00 Fax: (351 1) 797 75 29
London England	Prof. David Cowan	Drug Control Centre King's College London Manresa Road London SW3 6LX Tel: (44 171) 352 38 38 Fax: (44 171) 351 25 91 E-mail: david.cowan@kcl.ac.uk
Los Angeles United States of America	Prof. Don Catlin, MD	UCLA Olympic Analytical Laboratory Department of Pharmacology UCLA School of Medicine 2122 Granville Avenue Los Angeles CA 90025 Tel: (1 310) 825 26 35 Fax: (1 310) 206 90 77 E-mail: dcatlin@ucla.edu

Location	Head of the laboratory	Address
Madrid Spain	Dr. Cecilia Rodriguez Directora	Consejo Superior de Deportes Laboratorio de Control del Dopaje c/ Greco, s/n 28040 Madrid Tel: (34 91) 589 68 89 / 88 Fax: (34 91) 543 72 90
Montreal Canada	Prof. Christiane Ayotte Chief of Laboratory	Institut Nationale de la Recherche Scientifique INRS - sante Université du Québec 245, Blvd. Hymus Pointe-Claire Québec H9R 1G6 Tel: (1 514) 630 88 00 / 06 Fax: (1 514) 630 88 50 E-mail: cayotte@accent.net
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Oslo Norway	Prof. Egil Haug Director Dr Peter Hemmersbach Scientific Director	Hormone Laboratory Section for Doping Analysis Aker Hospital Trondheimvaien 235 N-0514 Oslo Tel: (47 22) 89 43 68 / 89 40 05 Fax: (47 22) 89 41 51 E-mail: peterh@online.no
Paris France	Dr. Jacques de Ceaurriz	Laboratoire National de Dépistage du Dopage Ceps 143 Avenue Roger Salengro 92290 Châtenay-Malabry Tel: (33 1) 46 60 28 69 Fax: (33 1) 46 60 30 17

Location	Head of the laboratory	Address
Penang Malaysia	Dr Aishah A. Latiff	Pusat Kawalan Doping Control Center Universiti Sains Malaysia 11800 Minden Penang Malaysia Tel: (60 4) 659 56 05 Fax: (60 4) 656 96 69
Prague Czech	Dr. R. Slechtova	Republic Institute of Sport Medicine Department of Doping Control Nehvizdska 8 194 00 Praha 9 Tel/ Fax: (420 2) 81 86 23 32/ 86 17 39 Email: odkusm@mbx.vol.cz
Rome Italy Suspended		Federazione Medico Sportiva Italiana Laboratorio Antidoping Via Tiziano 70 00196 Rome Tel: (39 6) 808 30 11 Fax: (39 6) 807 89 71
SEOUL Korea *Phase II	Dr. Dong-Saek Lho Director	Doping Control Center Korea Institute of Science and Technology (KIST) P.O. Box 131, Cheongryang 130-659 Seoul Tel: (82 2) 958 50 64 Fax: (82 2) 958 50 59 E-mail: dsl@kist.re.kr
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- *Phase I: The laboratory is temporarily suspended from international testing. At the national level (samples originating from the country in which the laboratory is located), the laboratory may perform screening procedures but another IOC accredited laboratory must confirm analytically positive A-samples. The IOC accredited laboratory which has provided confirmation of the A-sample will also analyse the corresponding B-sample.
- *Phase II: The laboratory is temporarily suspended from confirmation of analytically positive A samples and analysing B samples. Another IOC accredited laboratory will confirm the A sample and perform the analysis of the B sample.

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