



ATHLETE FIRST

UKAD
Protecting Sport

UKAD STRATEGIC REFRESH **2024-2026**

UK ANTI-DOPING: PROTECT. INFORM. EDUCATE. EMPOWER

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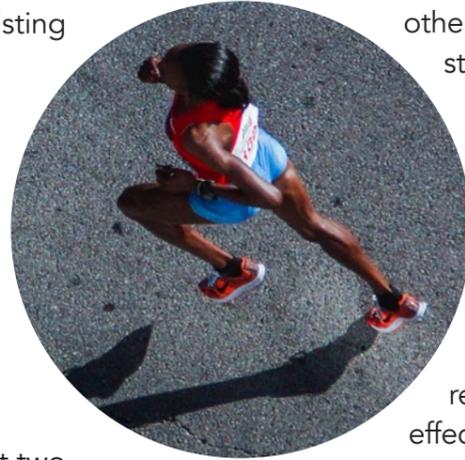
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Strategic Refresh: Athlete First

This document is an update to UK Anti-Doping's (UKAD's) pre-existing strategy 2021–2025.

This Strategy Refresh recalibrates the existing strategy (2021–2025) to revitalise and extend plans by two years (2024–2026). In recent years there has been much change across the organisation and the landscape we work in. The Strategic Refresh will help us better address the opportunities and challenges we face. Our CEO, Jane Rumble arrived in 2022, and we have seen new additions at Board and Directors team level. Across the next two



others. Their insights are included in this strategy for reference.

We have also taken account of the Regulators' Code with a particular focus on regulatory principles of transparency, proportionality and accountability, together with an evidence-based approach to determining the priority risks to clean sport and to allocate resources where they will be the most effective in addressing those priority risks.

Empowering athletes

This Strategic Refresh is ambitious, it sets out a pathway to 2026 to build a culture of clean sport in the UK and internationally, that champions and supports clean athletes and their athlete support personnel, works effectively with National Governing Bodies and other strategic partners, while strengthening our powers and capabilities to identify wrongdoing and respond effectively. We will continue to contribute actively to protect clean sport and address wider sport integrity issues. Our knowledge and expertise will help to ensure athletes can participate safely and fairly in sport.

years, in addition to delivering to the revised objectives, we will also be pulling together another multi-year strategy.

Collaboration

In delivering the Strategic Refresh, we sought input from UKAD's Board, Athlete Commission, staff, Doping Control Personnel and National Trainers, alongside UKAD's Innovation Commission. We have engaged with stakeholders including sport National Governing Bodies, Sports Councils, the Department for Culture, Media and Sport (DCMS), and

“The Strategic Refresh will help us better address the opportunities and challenges we face.”

UKAD

Protecting Sport

Vision

Sport is clean

Mission

To protect sport from doping cheats



Values

Integrity We do what is right for clean sport, we are equitable and ethical, ensuring everyone is treated fairly and with respect

Collaboration We work together and with others sharing knowledge and building relationships to better tackle doping

Excellence We strive to achieve high standards in the protection of clean sport, evolving with the times and finding solutions

Passion We are dedicated to keeping sport clean, are proud of what we do, and know it matters

Foreword

Our mission to protect sport is essential to ensuring that the values of fair play are upheld, that clean athletes are rightly rewarded for their efforts, and public trust in sport is maintained.

With huge sporting events covered by the span of this refresh, including the Paris 2024 Olympic and Paralympic Games, our work could not be more important. We

work together with all in sport, from the athletes to support personnel, parents and administrators, each person plays their part to uphold sport's integrity. Since the launch of UKAD's Strategic Plan 2021–25, we have made significant progress towards our goals. Our partnerships with National Governing Bodies have gone from strength to strength under the new Assurance Framework. Launched in 2021, the Framework sets out the requirements for National Governing Bodies to meet to fulfil their anti-doping role. At the time of the launch of this refresh 163 National Governing Bodies have fulfilled their requirements and are prepared not only to maintain



such standards but to share best practice for the good of clean sport.

We have launched our innovation, research and, more recently, data analytics unit, which has grown into a robust programme of evidence that underpins our policies and practices. This portion of our work has generated insights into the needs of athlete support personnel and provided research findings into motivations that have helped

deliver a significant upturn in those willing to use our Protect Your Sport resource, an initiative that enables others to report concerns about doping. Working with our Innovation Commission, we will explore new research funding streams, learn, and embrace approaches towards experimentation from other sectors and continually monitor for new doping threats.

We have driven our Major Events work forwards including delivering the anti-doping programme at the Commonwealth Games.

Inclusion and participation have gained much traction and at the heart of all our work is the athlete – their

“Inclusion and participation have gained much traction and at the heart of all our work is the athlete.”

needs, opinions, concerns, and aspirations are central to how we work. Throughout this strategy you will hear the centrality of the 'athlete voice' and our goal to put the athlete first. Utilising UKAD's Athlete Commission is one of the ways we aim to hit the mark. The Athlete Commission is chaired by Ama Agbeze MBE, an

“Principles of fair play in sport remain of constant importance to us all.”

England netball international, who captained the gold medal-winning England team at the 2018 Commonwealth Games. Ama and each Commission member has been appointed for their experience of, and commitment to, anti-doping and their understanding of the national and international sporting environment.

Our work to protect the integrity of sport takes place in the context of wider public policy developments

about strengthening the UK's approach to other sport integrity matters.

The UK government has been exploring, through its call for evidence in 2023, how to better manage and strengthen systems to oversee sport integrity. Our own experience and expertise has been called upon to help inform wider sports integrity issues. We will continue to contribute actively to addressing sport integrity issues and applying our knowledge and expertise to help ensure athletes can participate safely in sport.

There is much left to play for as the threats to clean sport have evolved since we produced our original Strategic Plan. For everyone involved in sport, in anti-doping and beyond, we are working in one of the most turbulent decades in recent times but principles of fair play in sport remain of constant importance to us all. This Strategic Refresh helps strengthen our efforts to keep sport clean. Our work is about teamwork, partnership and doing the right thing to counter the threats to clean sport. Our values of integrity, collaboration, excellence and passion put our intent into action. We will inform, educate and empower, so that clean athletes are rightly rewarded for their efforts, and public trust in sport is maintained.

Trevor Pearce,
CBE QPM, UKAD Chair
Jane Rumble,
Chief Executive





About us

- UKAD is the UK's National Anti-Doping Organisation
- We work with athletes, athlete support personnel and national sports bodies to promote clean sport and ensure compliance with the World Anti-Doping Code, primarily through the UK Anti-Doping Rules and implementing the UK's National Anti-Doping Policy
- UKAD was established in 2009 as an arm's length body of the UK's DCMS, to deliver on the government's treaty commitments under the UNESCO International Convention for the Prevention of Doping in Sport and to protect a culture of clean sport
- Our functions include an education programme, athlete testing across more than 50 Olympic,

Paralympic and professional sports, intelligence management and investigations, and exclusive results management authority for the determination of Anti-Doping Rule Violations

- On broader integrity and public health issues, we share our anti-doping knowledge and expertise to work with others within sport for the benefit of athletes, those who work with them and the wider public
- Insight into doping and its threats to sport is central to what we do, using an intelligence-led approach to deter and detect wrongdoing. We encourage people

to report their suspicions of doping via our Protect Your Sport initiative to help us catch and remove cheats from sport

- We promote the valuable clean sport education on offer under our 100% me values-based education programme, and run a series of campaigns throughout the year to bolster knowledge and discussions around anti-doping. All of our campaigning and promotional work helps to make anti-doping a key part of every athlete's sporting journey

What our stakeholders tell us

To help refresh our Strategic Plan, we sought views on anti-doping from UKAD’s Board, staff, Athlete Commission, National Trainers and Doping Control Personnel, as well as external stakeholders, including our Innovation Commission, DCMS, National Governing Bodies, Sports Councils and others. Clear themes emerged, some are new, some of which align with the focus of our original Strategic Plan 2021–25, others have become more strongly articulated.

 **Maintaining trust in the integrity of sport**
UKAD ensures that public interest in participating in sport is maintained and the credibility of elite level sport is preserved.

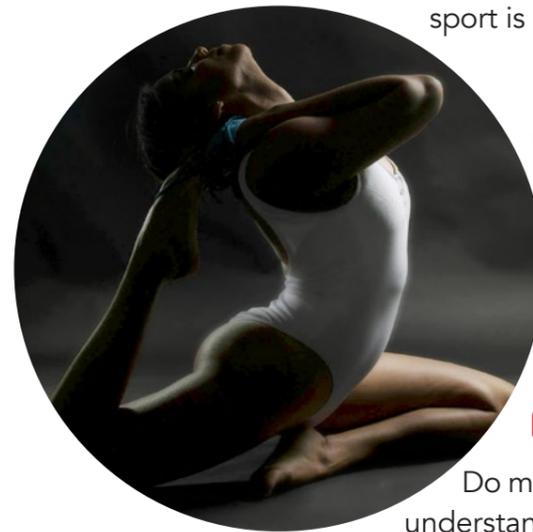
 **Highlighting the athlete voice**
Find ways to engage more with athletes to get their input into UKAD’s anti-doping policies and practices and ensure that they are inclusive and accessible for all athletes.

 **Creating a clean environment for athletes**
Do more to ensure athlete support personnel understand their responsibilities and are held

to account so that athletes are supported and protected, wrongdoing is identified and responded to appropriately.

 **Developing our data, insight and innovation**
Stakeholders have welcomed UKAD’s new insight and innovation work, which will help ensure we can counter the emerging and evolving threats to clean sport. They have also acknowledged our early thinking on data analytics to build greater effectiveness and efficiencies across our anti-doping programme, as well as our new initiative to set up an international working group.

 **Building back testing numbers**
UKAD’s testing numbers have decreased gradually over the last three years in response to budget constraints and inflationary pressures, which have also contributed to



a drop in contracted testing numbers from National Governing Bodies. Testing is an essential tool to deter and detect doping. Stakeholders have expressed concern about testing levels and UKAD’s capacity to deliver effectively through financial constraints.

 **Fostering strategic partnerships**
Support for the continuation of the Assurance Framework that is proving an effective means by which to strengthen partnerships with National Governing Bodies and to move together as a community from delivering minimum standards to sharing and implementing best practice.

 **Increasing demand for anti-doping support**
National Governing Bodies which do not receive public funding, but fall under an International Federation that is a Signatory to the World Anti-Doping Code, have approached UKAD to take on anti-doping programmes. There is work to be done to consider how to best respond to these requests given the demands placed on UKAD’s resources and funding.

 **Driving anti-doping leadership globally**
Continue to drive best practice at home and act as a strong international partner in the global anti-doping community.

 **Strengthening UKAD’s investigative powers**
Support among the anti-doping community (National Governing Bodies and International Sport Integrity Units) for UKAD to strengthen our investigative capabilities so that we can obtain information relevant to an investigation in an effective and appropriate manner.

 **Contributing to wider sport integrity matters**
Stakeholder involvement is welcome as UKAD continues to contribute to wider sport integrity issues, such as safeguarding. UKAD continues to add to wider sport integrity discussions, sharing our knowledge and expertise, as well as calling on our international network to facilitate knowledge sharing.

 **Fostering greater sustainability**
Internally we have identified the need to do more to ensure our anti-doping practices are delivered sustainably, building a road map to net zero. We welcome stakeholder input and collaboration during this journey.

Our four strategic objectives

① Build a clean sport environment in the UK and for UK athletes worldwide

- Work with sporting organisations to embed an ‘Education First’ principle to support and inspire the next generation of clean athletes whilst deterring doping by enabling protective behaviours
- Build inclusive, accessible anti-doping policies and practices informed by athletes’ views and experiences
- Empower athletes to share their voices and advocate on behalf of clean athletes
- Act as a strong and influential partner to the national sports community and to the international anti-doping community
- Investigate and prosecute doping cheats – we take firm action to hold to account athletes, athlete support personnel, and others who break the rules

2 Develop and deploy detection and deterrence methods to uphold a level playing field

- Deliver an intelligence-led risk-based testing programme of the highest standard
- Work with strategic partners to develop and/or implement new deterrent and detection techniques
- Enhance our testing capabilities and the excellence of our Doping Control Personnel and technology
- Encourage greater reporting of suspected doping, urging athletes, athlete support personnel, National Governing Bodies and others in sport to speak up when they encounter threats to the integrity of sport and protect those who have the courage to speak up
- Be an innovative leader in anti-doping scientific research and technology



3 Improve the way we regulate

- Secure the appropriate powers to improve our ability to investigate doping, including appropriate access to digital information pertinent to a live investigation
- Through the Assurance Framework, work with National Governing Bodies to grow from minimum standards to sharing and implementing best practice in anti-doping
- Develop a range of strategic partnerships with organisations and sectors to strengthen integrity in sport

4 Leverage research and analytics to enhance our insight on the threats to clean sport

- Monitor the threats to clean sport and produce strategic thematic threat assessments
- Stimulate and influence the research agenda in anti-doping
- Harness the latest research, behavioural insight and knowledge to ensure robust evidence underpins our policies and practices
- Harness developments in data analytics and AI to deliver enhanced effectiveness and efficiencies across our operation
- Share our anti-doping insight with sport, government, academics, the public and others in order to inform and influence policy and practices regarding clean sport and sport integrity (and wider public health concerns) in the UK and internationally

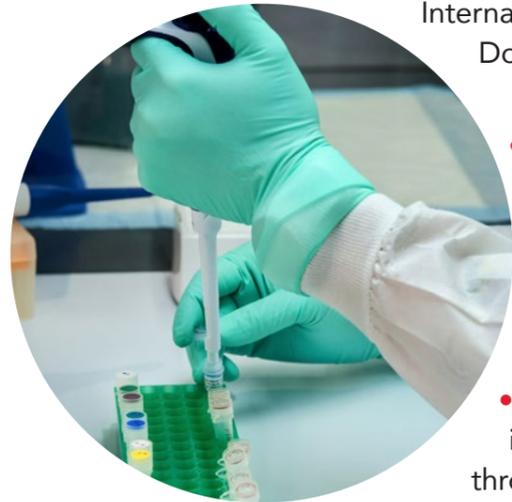


How we operate

Athletes are at the heart of all that we do. We can't create a fair and clean sporting environment for athletes alone. Working with others to help protect, educate, inform and empower clean athletes is key.

Protect

- UKAD has a remit to fulfil our core obligations within the framework of the World Anti-Doping Code, International Standards and National Anti-Doping Policy. We operate within a rules-based regulatory framework
- We're always striving to go further, beyond the core standards, to deliver best practice in anti-doping and to ensure sport in the UK has a world class reputation for being clean
- UKAD constantly influences international anti-doping policy through its annual Prohibited List submissions and International Standards and Technical Document reviews. UKAD is focusing on helping shape the 2027 World Anti-Doping Code



and International Standards – inputting to help ensure that the new Code is future proofed

- We take action when we identify wrongdoing, removing those who break the rules from sport so that clean athletes can compete on a level playing field
- We are working to continuously improve our intelligence and data-led testing programme to ensure it's unpredictable, with an increased focus on high-quality out-of-competition testing

Educate

- We take an education-first approach, so that any athlete and athlete support personnel's first interaction with anti-doping is education focused. Education is an important prevention tool and is our first line of defence against doping in sport. We deliver values-based education for young

people (including through UKAD's Higher Education Partnership) together with tailored scenario-based education for elite athletes. We are increasingly focused on athlete support personnel as well as continuing to build accessible, tailored programmes online for people with specific needs so that they can be accessed anytime, anywhere

Inform

- We will continue to inform and strengthen our own work by investing in the development and/or implementation of new testing techniques and make the most of retrospective analysis of historical samples as new analytical techniques develop
- We will help athletes navigate the Therapeutic Use Exemption (TUE) process and maintain a TUE Committee to assess applications
- We will continue to maintain The Global Drug Reference Online (Global DRO) so that it remains an accurate resource for athletes to check the anti-doping status of medicines licensed in the UK and we will continue to operate a substance enquiry service
- Our work is delivered in strategic partnership with experts in science and medicine, including the Drug Control Centre (the UK's only WADA-accredited lab),

and accredited laboratories worldwide

- Our intelligence and investigations capability subverts the supply chain of prohibited substances and informs our testing programme
- We partner with wider enforcement agencies in the UK and internationally to inform networks to keep sport clean

Empower

- Our values (Integrity, Collaboration, Excellence and Passion) and organisational structure empower a UKAD team united and focused on our goals
- All of UKAD's functions are essential to achieving our mission to protect clean sport. The integration of all of our activities, underpinned by robust insight, evidence, intelligence and scientific and technical expertise ensures success. Our staff, Doping Control Personnel, and National Trainers are fundamental to the delivery of our mission
- We are stronger in partnership as we can't keep sport clean on our own. To support and empower the athletes we serve we will continue to work across the whole sport sector. Our global engagement together with our Assurance Framework enables us to operate in partnership with UK sports bodies, Sports Councils, WADA, iNADO, NADOs, DCMS, and others

Enablers

UKAD's new People Vision, written by colleagues to help enable all we do.



'At UKAD, a passion for clean sport unites us. Our people and our values help drive us. We work together to foster a culture of inclusivity, innovation and expertise. We support each other to learn, to grow, and to be the best we can be as individuals and as a team.'

We are reliant on many factors to deliver our remit effectively and efficiently. Central to this are UKAD's staff, National Trainers and Doping Control Personnel. As a recipient of public funding we are obliged to deliver value for money. We also have a responsibility to communicate openly and transparently with stakeholders about what we do and how we do it. We need to ensure quality standards, IT security and good governance. We have a responsibility and obligation to deliver our anti-doping programme sustainably.



How will we do this?

Recruit, develop and retain passionate people who care about clean sport and develop an inclusive culture where collaboration and innovation thrive

Strive to represent the diversity of the sports community (and the public) that we serve

Build geographical diversity with staff and workforce located across the UK

Ensure the right level of cyber and information security to meet emerging threats

Develop and implement a road map to net zero

Maintain and enhance our quality standards

Enhance our governance arrangements, benchmarking ourselves against key standards

Manage the evolving risks to our operating model

Make the case for funding so that we maintain and deliver a best-in-class anti-doping programme

Ensure we use public money well to achieve the maximum impact and efficiencies

Communicate openly and clearly with athletes, athlete support personnel, other key stakeholders and the public





Measuring success

Year on year we strive to improve and to be more effective in what we do. In this Strategic Refresh, we have outlined how each strategic objective will be achieved, and our progress against these will be reported in our Annual Report. The progress will be used to determine what is working well and to identify areas where we can improve in the following year. Every member of UKAD staff understands how their activities align to the strategic objectives to help us achieve our overall mission.

The Athlete Commission

The Athlete Commission provides advice on all matters of anti-doping. Olympic, Paralympic and professional sports are all represented on the Commission, which has the responsibility of ensuring the wider views of the athlete community are heard. It also engages with other athletes to collect feedback on UKAD’s work and programmes.

The Commission is chaired by Ama Agbeze MBE.

“The Athlete Commission is delighted to see the thought and rigour that UKAD has put into this Strategy Refresh to ensure that athletes are at the heart of all that they do. The organisation continues to make great strides in protecting clean sport, but there is more work to be done and we look forward to supporting UKAD throughout.”



Ama Agbeze
MBE
Chair, Netball



Laura Deas
Skeleton



Andrew Heyes
Athletics



Ali Jawad
Para Powerlifting



Sophie Baggaley
Football



Jo Calvino
Weightlifting



Christian Day
Rugby Union



Jude Hamer
Wheelchair Basketball

The Innovation Commission

UKAD’s Innovation Commission was established in 2019 with the purpose of harnessing expertise, diverse perspectives, and insight from within the UK’s private and public-sector science industries to safeguard the UK’s position at the forefront of international efforts to prevent doping, and inform, educate and empower all those involved in sport and anti-doping.

The Commission is tasked with advising on horizon-scanning activities, identifying transferable technology from other sectors, facilitating collaborations with external industry contacts, and supporting the development of an innovative culture across UKAD.

Dr Frances Akor is Chair of the Innovation Commission.

“UKAD has maintained a commitment to harnessing research and embracing data analytics with this Strategic Refresh. The Innovation Commission continues to play a vital role towards achieving this through our constructive advice and expert perspectives.”



Dr Frances Akor
Chair of the Innovation Commission



Prof. Ian Boardley
Professor in Sport and Exercise Psychology, University of Birmingham



Dr Jamie Pringle
Associate Professor in Sport and Exercise Physiology, University of Birmingham



Prof. David Cowan OBE
Professor Emeritus in Pharmaceutical Toxicology, King’s College London



Prof. Mike Caine
Professor of Sport Technology and Innovation, and Pro Vice-Chancellor, Research & Enterprise, Aston University



Dr Penny Kechagioglou
Chief Clinical Information Officer & Deputy Chief Medical Officer, University Hospitals Coventry and Warwickshire (UHCW) NHS Trust



Prof. Gloria Laycock OBE
Professor Emeritus, Dept. Security and Crime Science, Jill Dando Institute, University College London



Dr Joe Marshall
Chief Executive Officer, National Centre for Universities and Business



Jack Hardinges
Independent Data, Ethics Consultant

UKAD Board



Trevor Pearce CBE QPM

Chair, 40-year career in law enforcement, including as Director General of the National Crime Squad of England and Wales, and the UK's Serious Organised Crime Agency



Professor Nicola Phillips OBE

Vice Chair, International Sports Physiotherapy Specialist and Professor at Cardiff University. Clinical and academic specialist in the rehabilitation of high performance athletes



Dr Frances Akor

Consultant Pharmacist at Imperial College Healthcare NHS Trust. Member of the 2012 Olympic and Paralympic Pharmacy Clinical Services Group



Suman Ziaullah

Senior Financial Services Regulator and expert on use of data analytics to identify and investigate misconduct. Strong background in cyber security, data privacy and EDI



Mark Foster

Director of Commercial and Marketing at England Netball. Expert in commercial partnerships, marketing, broadcast and digital leadership



Dr Alison O'Riordan

Paralympic specialist, sports professional, educator and researcher. Coached athletes onto six Paralympic Games and National Trainer for UKAD



George Walker

Chartered Accountant, former Board member for Sport Scotland during Glasgow Commonwealth Games. Current Vice-Chair of Scottish Sports Futures and Board Member of SportsAid Scotland



Nicola Shannon KC

Barrister specialising in Criminal and Regulatory law with advisory experience on the conduct of investigations, frequently in contexts involving safeguarding issues



Ama Agbeze MBE

Former England Netball Captain, elite athlete. Qualified lawyer, broadcaster and a specialist in diversity and inclusion

Acknowledgements

Thank you to all our stakeholders and particular thanks to UKAD colleagues, whose collaborative insights and expertise have helped build and implement this Strategic Refresh.

Photo credits

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The UKAD logo consists of the letters 'UKAD' in a bold, white, sans-serif font. The letters are set against a dark blue background that transitions into a large, abstract shape on the right side of the page, which is composed of various shades of pink and red.

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