

Strategic Plan

2018 - 2022



Foreword

from the Chair

UK Anti-Doping (UKAD) is an arm's-length body that is accountable to Parliament through the Secretary of state for the Department for Digital, Culture, for Media and Sport.

UKAD, the UK's national anti-doping organisation was created in 2009 and is mandated to deliver 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. This is achieved through the implementation and management of the National Anti-Doping Policy (NADP) which requires funded sports bodies in the UK to comply with the World Anti-Doping Code as well as other conditions set down in the Policy.

On behalf of the UKAD Board I am presenting the organisation's Strategic Plan for 2018 – 2022 which has been compiled with the Chief Executive, Directors Team, members of staff and other consultees.



.....
Trevor Pearce CBE QPM
UKAD Chair

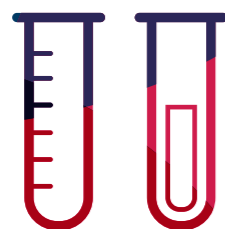
Since 2009:



UKAD has worked with **15** countries to improve their anti-doping practices



144 National Anti-Doping Organisations have accepted the World Anti-Doping Code



UKAD has undertaken **60,000** tests



355,482 searches in 2017 in the UK on the Global DRO medicines checking tool



UKAD has given face to face education to **30,000** athletes



83% of British adults think that doping in sport is a serious issue



UKAD has trained over **400** educators in sports to deliver anti-doping education



UKAD has educated **100%** of British athletes taking part in Rio 2016 and PyeongChang 2018



Our vision is confidence in clean sport.

Our core business will always be to; educate athletes and those who work with athletes on their rights and responsibilities, to test athletes for prohibited substances, and investigate all forms of doping related wrongdoing. We will remove from sport those who break the rules and we will not be influenced by the profile or financial resources they may have. We understand we must get the basics right to build public confidence in clean sport and in our work.

We have specific responsibilities on education, testing and investigations under the UK's NADP and we will fulfil those obligations.

We are a young organisation, 10 years old in December 2019, and this four-year strategy marks a developing maturity in our relationship with sports and our positioning in the sporting community. We acknowledge that sports know their environment better than us, and we want them to take the lead in the education of their athletes, so our approach will be to support them with the tools they need to do the work.

But doping has become more complex due to the pharmacological and technological developments, the increased investment in sport, trends around body image and the availability of products, and we will need new approaches. This Strategic Plan sees more emphasis on the new techniques we can use and the ways in which we can work with others more effectively.

For example, we will use more 'disruption' techniques. This means preventing doping activity or interrupting it as it is happening will see us working more closely with other regulators to utilise their capabilities.

**Prevention
through
education**

One of the ways in which we can provoke change is by sharing our information and expertise

We also want to renew our approach to encourage and enable people to come forward with their suspicions and information about doping activity. As we have seen in an international context this can be a game changer. In our plan you will see the word 'insight'; we want to work alongside athletes and those who work with athletes to understand what the best tools are to make this happen. Investing in social media and other online tools will be key to delivering this.

One of the ways in which we can provoke change is by sharing our information and expertise. We will publish an annual assessment on doping in sport in the UK. By talking more openly about what we know about the scale of the doping challenge we can encourage partners to help us fill in the gaps where we need to improve our understanding, particularly where new developments happen at pace. It will also provide others with the starting point to understand the challenge they face in their sport.

With the spotlight on integrity and governance we will work with the UK Government to revise the NADP which sets out the responsibilities of UKAD, National Governing Bodies of Sport (NGBs) and the home country sports councils. As part of this we will require sports ensure anti-doping is given the importance it deserves. A major focus of our attention and resources over the next four years will be to develop a framework through which we can assess whether sports are complying with all their anti-doping responsibilities. We will provide tools to help sports reach those standards, but rightly, there should be consequences if they fall below these or fail to engage. We will report on our assessment.



**Pure sport,
true talent.**

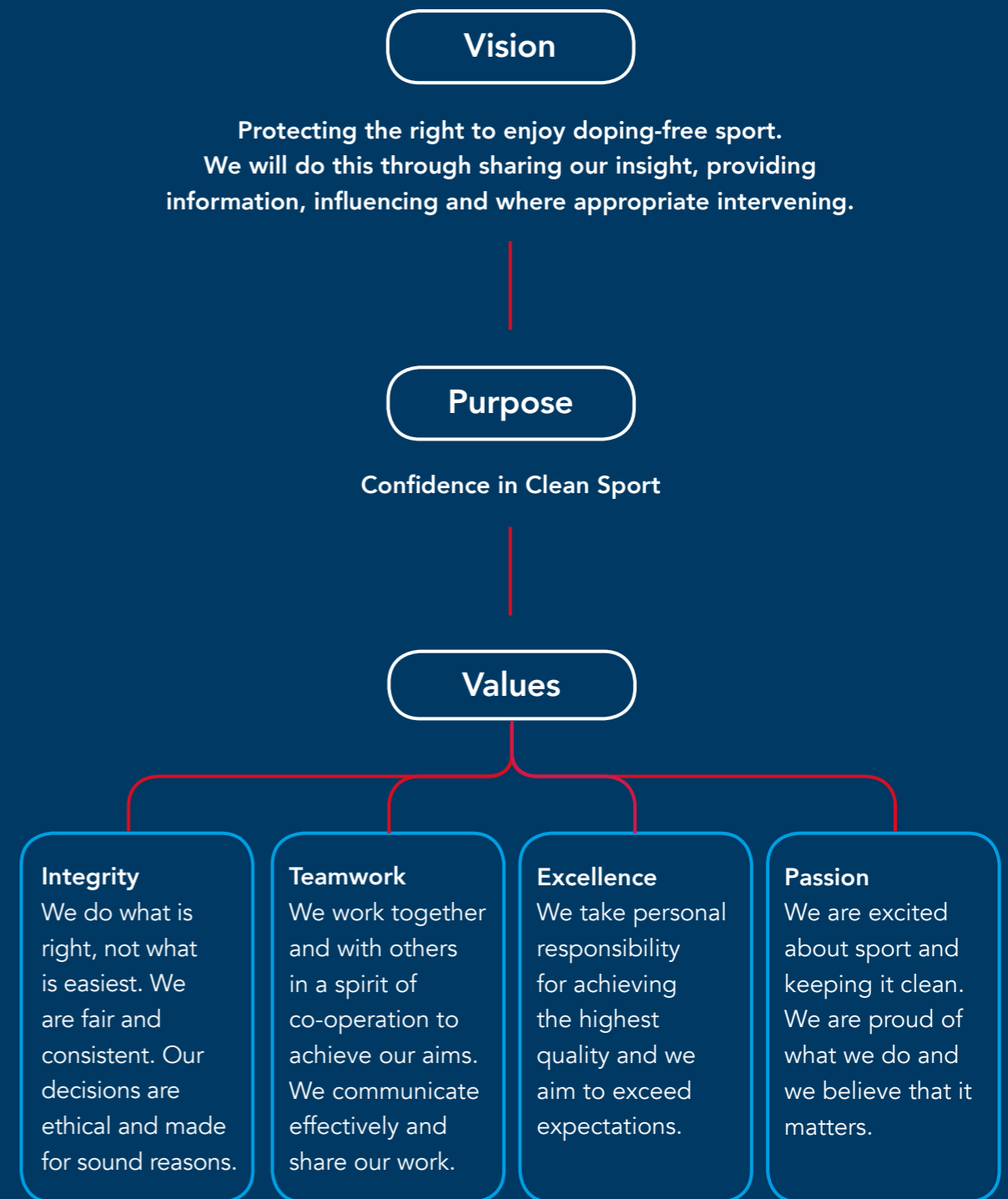
In many ways, the sports world reflects a change in wider society where the pursuit of looking good and easy accessibility through the internet has seen a rise in the taking of image enhancing substances. This is a concern because of the immediate risk to health, and it also has a potential knock-on effect for sport, especially for younger people entering the elite talent pathway. Many partners in public health, education and law enforcement have an interest in this area, and we will work with the home nations to lead a debate on how to respond to this public health issue.

It is clear that doping is a geopolitical issue. UKAD's international influence is a key part of the UK's soft power and an area where we have much to offer. We will continue to influence important international decisions, such as the development of the next World Anti-Doping Code in 2021, as well as play a key role in major games such as the 2022 Commonwealth Games in Birmingham. We will intervene strategically where it serves the interests of UK athletes and supports wider UK Government interests.

This Strategic Plan aims to balance our ongoing operations with our aspirations to do some new and different things within our resources and powers.

Underpinning our work will be four key areas of activity:

- 1. Insight**
Ensuring we have the best intelligence and understanding of the problems we face and a willingness to share our expertise.
- 2. Information**
Providing accurate information to athletes and people who work with athletes so they can compete clean, as well as our other stakeholders to inform their understanding of anti-doping and UKAD.
- 3. Influence**
Being a strong voice in national and international debates and decision-making regarding anti-doping matters.
- 4. Intervention**
Removing dopers from sport, changing the minds of those thinking about doping, and ensuring improvements are made where policies or practice are lacking.





**Deter,
detect and
disrupt**

Strategic Objective 1:

Catching those who cheat

To deter, detect and disrupt doping in sport, and ban those involved.

Through a targeted approach to testing, and putting greater emphasis on building a stronger intelligence base, we will continue to remove people involved in doping from sport. We will renew our approach to encourage people to come forward with information.

Key Deliverables 2018-2022

- 1. Operate an athlete testing programme which is risk-based, intelligence-led and responsive**
 - We will focus on the greatest doping risks to sport
 - We will prioritise our testing programme, taking into consideration scientific advancements, social research evidence, and the sporting calendar
 - We will deliver a robust and effective athlete biological passport programme

- 2. Robustly investigate and, fairly and effectively, prosecute Anti-Doping Rule Violations**

- We will develop closer relationships with our partner agencies to support our activities

- 3. Work with sports to improve effectiveness of investigations**

- We will place greater expectations on the governing bodies in sport to help us protect the right to doping-free sport. This will include greater co-operation in investigations and the interviewing of athletes and athlete support personnel through amendments to the NADP

- 4. Disrupt doping activity using tools and tactics other than testing**

- Particularly at the lower tiers of sports, we will deter and detect athletes from doping, and deter and detect those who encourage and assist them

5. Encourage and enable others to pass information about doping to us

- We will review and improve how people can report their suspicions of doping in sport
- Using insight from athletes and those who work with them, we will deliver a targeted communications campaign to support this

6. Establish an Innovations Commission to identify new trends in doping and pilot new approaches

- We will engage with academic and research institutions by collaborating, facilitating information gathering and supporting grant applications
- We will develop and pilot a behaviour or culture change programme aimed at specific groups of athletes and those who work with them to deter them from doping

7. Develop and refine our intelligence capabilities to analyse and interpret data more effectively

- We will develop and enhance our intelligence and testing teams, and the tools available to them to receive, process and store intelligence

- We will look to others to better our understanding and utilise our partners' knowledge
- 8. Lead the debate on how best to inform and, where appropriate, deter people from using image and performance enhancing drugs**
- We will encourage partners in public health, education and law enforcement in the home nations to work together and with us to identify the problems around and tackle the use of image and performance enhancing drugs

Identify new trends in doping

Strategic Objective 2:

Providing information and education

To enable those involved in sport to implement effective anti-doping education programmes by providing information, support and resources.

We will encourage governing bodies to take the lead on education and prevention, and using digital communications we will provide a range of resources and information. We will expand our approach to target younger audiences and place greater emphasis on engaging those who work with athletes.

Key Deliverables 2018-2022

- 1. Provide resources to ensure that publicly funded athletes and those who work with them are educated about their anti-doping obligations each year**
 - We will provide comprehensive education, e-learning tools and

Therapeutic Use Exemptions (TUEs) support to allow athletes to make fully informed choices

- 2. Help sports across the UK deliver education programmes that will prevent and deter doping**
 - We will support NGBs with the latest education resources, guidance and access to UKAD's national trainer network
- 3. Highlight and celebrate those that contribute to clean sport**
 - We will engage with role models and champions of anti-doping and use their inspirational messages to highlight successes of clean sport. We will run an annual Clean Sport Week



Help sports deliver education

4. Work alongside partners to deliver major games education programmes which support elite athletes preparing for and attending these events

- We will provide face-to-face major games education, delivered directly by UKAD, including education for those working with athletes at these events

5. Expand our prevention work to engage with greater numbers of those who work with athletes

- Working with partners we will ensure that anti-doping education is part of any athlete support personnel certification/qualification

6. Develop new and innovative resources to improve the effectiveness of the prevention programme to reach a wider audience, including engaging with the fitness and gym sector

- Through targeted education and partnership working we will tackle the use of image and performance enhancing drugs in gyms and fitness centres
- We will develop and pilot a behaviour or culture change programme aimed at specific groups of athletes and those who work with them to deter them from doping

7. Expand our prevention activity to reach younger age groups, including promoting anti-doping work with schools, colleges and universities

- We will improve and invest in our use of social media channels to communicate more effectively with these audiences

8. Communicate changes to anti-doping rules, policies, practices and decisions

- Our rules, policies and practices must be in compliance with the World Anti-Doping Code and the UK NADP. We will communicate all relevant changes to our stakeholders

9. Evaluate and re-design our education delivery network to ensure a high standard of education is delivered by sports

- We will evaluate existing training programmes for educators, make changes as necessary and introduce field assessments for educators to ensure high standards are maintained



**Celebrate
clean sport**

Strategic Objective 3:

Working with sports

To ensure compliance by sport and the sports councils with the National Anti-Doping Policy (NADP)

We will be more rigorous in our approach with sports, setting out for the first time the standards expected from them in an assurance framework. We will then use this framework to assess whether sports have met their compliance obligations. We will do this in a spirit of openness and partnership to achieve the shared aim of public confidence in clean sport.

Key Deliverables 2018-2022

1. Work with the UK Government to revise the NADP

- We will revise the NADP to bring it in line with the 2015 World Anti-Doping Code, and to increase the responsibilities and clarify the accountability of the sports councils and NGBs

2. Develop an 'assurance framework' in consultation with sports partners

- We will require assurance from our sports that they are fulfilling their anti-doping obligations as detailed in the NADP. These obligations will be termed an 'assurance framework'. We will undertake consultation with our sports partners to ensure their views are considered in the terms of the framework

3. Implement the assurance framework

- We will assess NGBs against the criteria set out in the assurance framework. This will be delivered through a phased approach to provide the lead-in time, support and the necessary documentation to assist those partners in meeting their compliance obligations under the NADP

4. Support sports partners to comply with the assurance framework and address any changes required

- We will support partners with face-to-face meetings, regional workshops, online tools and any areas of improvement identified will be remedied efficiently through the same means

5. Review and refine the assurance framework

- Following implementation of the assurance framework we will undertake a review to ensure that the process is refined in response to any areas of improvement identified

6. Report the outcomes of the review of the assurance framework and the compliance programme

- On an annual basis, we will report publicly and to the wider sports community, the outcomes of compliance through the media, publications and events



Strategic Objective 4:

Influence anti-doping decision-making

To influence national and international laws, rules, policies and practices to help all athletes participate in clean sport

UK Anti-Doping is the authoritative voice on anti-doping in sport in the UK and we will work to promote the voice of UK sports and athletes in national and international decision-making on important anti-doping matters.

Key Deliverables 2018-2022

1. Create and publish an annual status report on doping in the UK

- We will produce an annual report on doping in the UK and promote through the media and within the sports community to share our insight and to encourage partnership working on areas of importance

2. Develop an international strategy to identify partners in priority countries and key institutions for joint working

- We will develop a criteria for allocating our resources to international work taking into account wider UK Government interests and contributing to the UK soft power agenda
- 3. **Actively contribute to revisions to the World Anti-Doping Code, the Prohibited List and International Standards and their implementation**
- We will seek to influence changes to the World Anti-Doping Code and International Standards during formal consultations. We will seek to challenge and call for change where the implementation of the Code and Standards create unwanted consequences for athletes, those who work with athletes, our sports partners or anti-doping organisations

We will influence policy and law

4. Engaging with athletes to ensure that their voices are heard

- We will ensure the UKAD Athlete Commission operates effectively to share issues of concern from athletes to the UKAD Board and senior leadership team and provide athletes with a platform to promote clean sport

5. Actively engage with the devolved administrations and sports throughout England, Northern Ireland, Scotland and Wales

- We will maintain an effective stakeholder engagement strategy by meeting with key partners throughout the UK

6. Represent the interests of the UK and UK athletes in international forums, events, committees, working groups and conferences

- We will develop our profile to ensure that we are represented at the most important and relevant events, in particular where decisions will be made or influenced that affect the concerns of UK athletes and the anti-doping community

7. Share best practice and develop staff through mutual exchanges between UKAD and other relevant organisations

- We will engage with the network of national anti-doping organisations to identify secondment and exchange opportunities for our staff

**We will
represent
the UK**

Supporting UKAD's ambitions

Support the achievement of the strategic objectives with efficient, effective and timely support services running an effective organisation in the next four years

Key Deliverables 2018-2022

People

1. Undertake a review to ensure the right staff are in the right roles to deliver our plans, ensuring flexibility to enable staff to work in one or more hubs around the UK or within one of our sports partners
2. Expand and revise the Doping Control Personnel (DCP) and National Trainers (NT) scheme
3. Ensure recruitment and retention of staff, DCP and NTs is reflective of the diversity of the UK labour market

Income

4. Develop commercial models to secure profitable income from sport, media, sponsors and the anti-doping community
5. Incorporate an e-commerce platform within our digital communication tools to streamline data and income collection
6. Ensure the additional financial resources made available by Government achieve the maximum impact

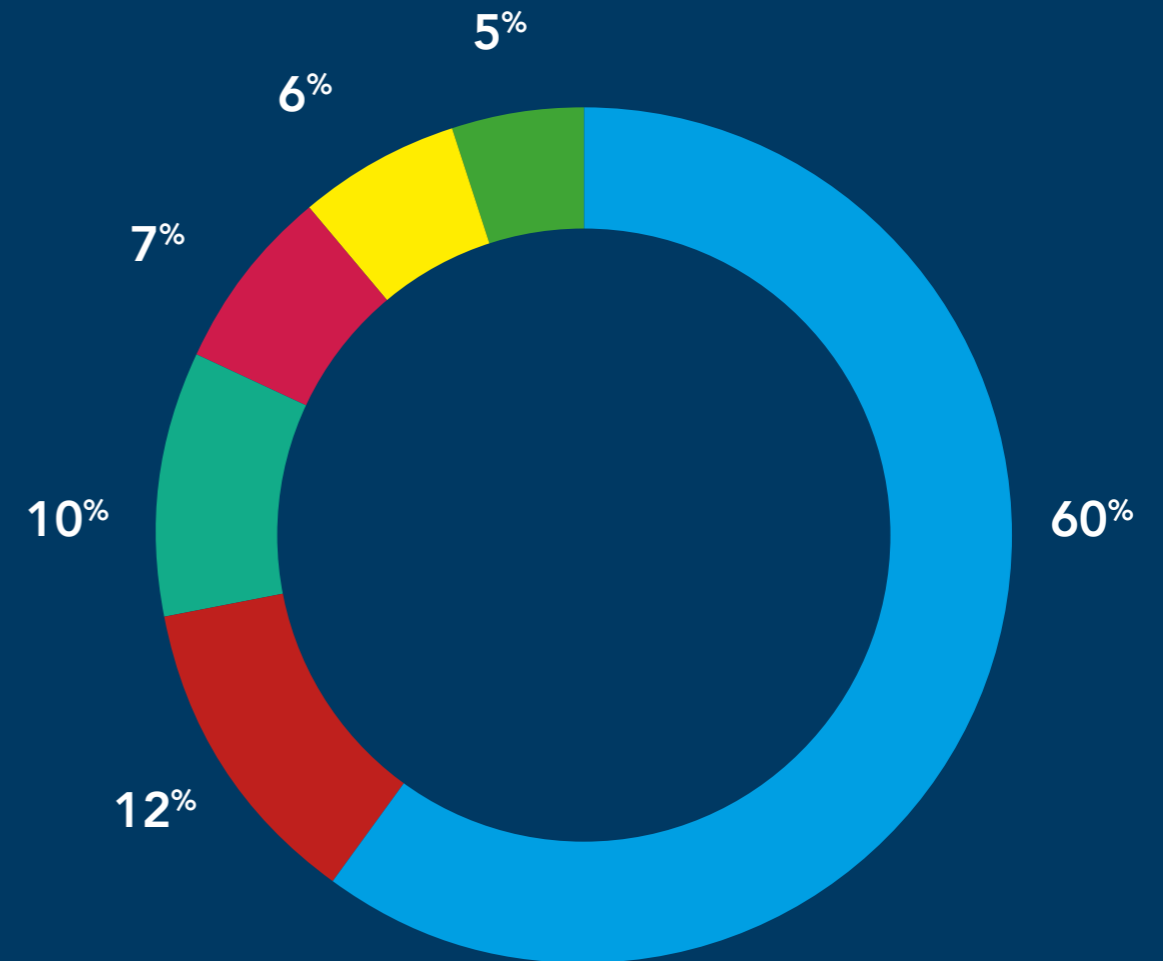
Data and Technology

7. Develop data handling and security to make best use of information shared with us by sports and other partner organisations
8. Enhance information management, retaining and sharing knowledge and information across the organisation including developing a new Customer Relationship Management (CRM) tool
9. To ensure we are using the most appropriate communication tools to reach our desired audiences whilst maintaining a sufficient level of cyber security and information security to meet emerging threats
10. Build a new, responsive and intuitive website which reflects the way that users want to interact online

Governance

11. Ensure that UKAD is a leading organisation in the sector by enhancing our governance arrangements and demonstrating best value for the taxpayer

Indicative Year 1 budget



- Operations (including testing, intelligence and investigations, science and medicine, results management, assurance framework)
- Education and major games activity
- Corporate and business services
- Legal
- UK contribution to WADA
- Communications and international programme

Measuring success

Our ambition is to achieve the following by the end of our four-year plan:

Key performance indicators

1. To deter, detect and disrupt doping in sport, and ban those involved.

- Increase the amount of actionable intelligence received from all sports and athletes by the end of March 2022
- Increase the publicly funded testing by at least 50% by the end of March 2022 in full compliance with WADA requirements subject to resources
- Increase the number of investigations into people who work with athletes

2. To enable those involved in sport to implement effective anti-doping education programmes by providing information, support and resource.

- All publicly funded people who work with athletes participate in annual education

- All people who work with athletes who attend major games participate in major games education as defined by the Major Games Policy

- UKAD approved clean sport education is part of coaching qualifications

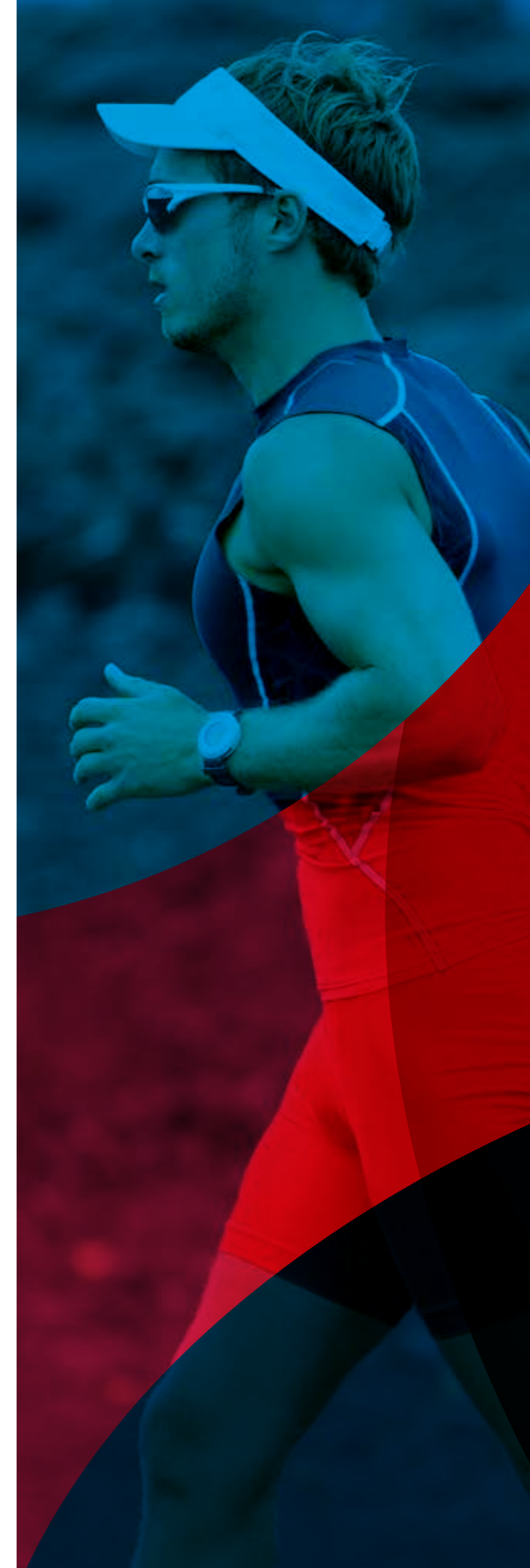
3. To ensure compliance by sport and the sports councils with the National Anti-Doping Policy.

- All sports in receipt of public funding report to UKAD annually on their anti-doping compliance and publish this information on their website
- By March 2022 95% of sports (defined as NGBs) feel well informed about the NADP (up from 87% in 2017/18)
- By March 2022 85% of sports (NGBs) feel UKAD has been effective in helping their organisation meet their anti-doping obligations (up from 75% in 2017/18)

- 75% of sports (NGBs) feel they have enough frequent contact from UKAD (up from just under half in 2017/18)

4. To influence national and international laws, rules, policies and practices to help all athletes participate in clean sport.

- UKAD produces an assessment on doping in sport in the UK each year
- UKAD participation at relevant international and UK committees and working groups
- Performance is reported quarterly to UK Board and DCMS and every year in the annual report



UK Anti-Doping
Fleetbank House
2-6 Salisbury Square
London EC4Y 8AE

www.ukad.org.uk
[#ukantidoping](https://twitter.com/ukantidoping) [#cleansport](https://twitter.com/cleansport)

© UK Anti-Doping 2018

UKAD

Protecting Sport

