

Official

Ref: FOI-282

Sent via email only: [REDACTED]

26 August 2020

Dear [REDACTED]

Thank you for your email of 12 July 2020 in which you requested information from UK Anti-Doping ('UKAD') under the Freedom of Information Act 2000 ('the Act').

Specifically, your request was as follows:

*"[W]hat parts of the tailored report published in 2018 you have actually acted upon."*

Please see the recommendations table appended to this letter. The table lists the recommendations made following the 2018 Tailored Review, the party responsible for implementing the change, and the current status of the recommendation.

If you are dissatisfied with the handling of your request, you have the right to ask for an internal review. Internal review requests should be submitted within two months of the date of receipt of the response to your original letter and should be addressed: Philip Bunt, Chief Operating Officer, UK Anti-Doping, Fleetbank House, 2-6 Salisbury Square, London EC4Y 8AE. Please remember to quote the reference number above in any further communications.

If you are not content with the outcome of the internal review, you have the right to apply directly to the Information Commissioner for a decision. The Information Commissioner can be contacted at: Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF.

Yours sincerely

*UK Anti-Doping*

## Appendix

	Recommendation	Responsible Party	Status
1.	The Government should revise the National Anti-Doping Policy by September 2018 in consultation with UKAD and the Home Country Sports Councils	DCMS	In progress: to be completed by November 2020
2.	On publication of the new National Anti-Doping Policy, Sport England/UK Sport should simultaneously release supplementary guidance on clean sport to the Code for Sports Governance, which has been agreed with government and UKAD	DCMS	In progress: to be completed Spring 2021
3.	UKAD's next three or five year Corporate Plan should be linked to the business planning process and prepared with full staff involvement, and UKAD should consider formulating a longer term (five to ten year) vision.	UKAD	Completed
4.	DCMS and UKAD should develop a strategic approach to aligning cross-governmental policy on clean sport with a plan to be submitted to UKAD Board and DCMS Ministers by June 2018.	DCMS	Completed
5.	DCMS revises the KPIs for UKAD in consultation by April 2018, and with reference to the tailored review.	DCMS	Completed
6.	DCMS should undertake a quarterly stocktake of progress against the recommendations of the tailored review, and UKAD should report progress made in its annual report, so that stakeholders are held to account.	DCMS	Completed
7.	UKAD should prepare an evidence and risk-based proposal, by April 2018, in order for government to assess the case for funding an increase in testing across sports by 50%.	UKAD	Completed

8.	UKAD should continue to consider introducing an electronic (paperless) system for both out-of-competition and in-competition testing that allows for anonymous athlete feedback, and liaise with WADA on making this system compliant with ADAMS.	UKAD	In progress: to be completed by December 2020
9.	Explore a new MoU between UKAD and the National Police Chiefs' Council and Police Scotland to promote best practice to more police forces in order to encourage more consistent engagement across the UK.	UKAD	Completed
10.	Review and revise UKAD's MoUs with the National Crime Agency and Border Force in 2018 to ensure impact is measured and monitored.	UKAD	In progress: to be completed by December 2020
11.	UKAD should consider proactively publishing information on its investigatory function (strategic trends, statistics and successful cases) quarterly and via an annual state of the nation report, and use this to support the case for improved internal practices in sports, to encourage collaboration from law enforcement agencies, and to give more confidence to potential and existing whistle-blowers	UKAD	In progress
12.	UKAD undertakes a skills and systems review of the investigations and intelligence function by end of 2018 to ensure that regulatory best practice is taken into account in approaches.	UKAD	Completed
13.	UKAD should consider submitting a framework to sports and government to allow doping control personnel to have unfettered access to conduct random testing at competitions as required.	UKAD	In progress
14.	Forthcoming Data Protection legislation should provide a processing condition for special categories of data for the purposes of anti-doping. Such processing should also be exempt from the notification requirements (to avoid 'tipping off' the person being investigated).	DCMS	Completed

15.	UKAD starts a dialogue with sports and membership bodies to look at gaining access to athlete data (membership, phone and email records) with a view to producing UKAD guidance on data sharing, which can be anchored in the new National Anti-Doping Policy in 2018	UKAD	In progress
16.	To improve resilience and expertise and to reduce expenditure on outside counsel, UKAD should consider bolstering its in-house legal team (although review recognises in some cases outside counsel would still be required)	UKAD	Completed
17.	UKAD considers reframing its education function into an assurance programme to support NGBs who have varying levels of capacity. Such an approach could involve the development of a system to ensure that publicly funded athletes and support personnel participate in annual education (such as through web-based e-learning), provision of digital learning materials which sports can tailor and creating shared virtual platforms of best practice, supported by regional workshops, which could be hosted by sports and other bodies	UKAD	In progress: to be completed by December 2020
18.	Sports in receipt of public funding should report annually on their anti-doping education compliance to UKAD (making UK Sport and Home Country Sports Councils (HCSCs) aware at same time) and publish this information on their websites.	UKAD	In progress
19.	Home Country Sports Councils work with UKAD to deliver clean sport education to the talent pathway, including to TASS scholars and exploring extending provision to lower tiers of the School Games.	UKAD	In progress
20.	A values based programme focusing on 'healthy training' (nutrition, sleep, good training practice) is developed to reach young people via the curriculum and early sports pathways, led by Sport England, involving other HCSCs, UKAD, NGBs (including welfare officers), YST, DfE, TASS, Association for Physical Education, ESSNA.	UKAD	Completed

21.	Health harms associated with the abuse of Image & Performance Enhancing Drugs (IPEDs) should be integrated into drug information and education supported by Public Health England, Public Health Wales, Health Scotland, Public Health Agency (Northern Ireland) and the Home Office Drugs Strategy, along with the Criminalisation Review; sporting implications of IPED use, such as bans, should also be highlighted.	DCMS	In progress: to be completed by December 2020
22.	A) UKAD should work with CIMPSA, UK Coaching and SRA to insert compulsory clean sport education into all coaching/trainer qualification levels;  B) such measures should be self-funded by the fitness sector.	UKAD	In progress
23.	UKAD should establish an Innovations Committee in the first quarter of 2018 with a remit to signpost new trends in doping and to focus on coordinated opportunities for research funding.	UKAD	Completed
24.	UKAD should build on collaborative work with the Gambling Commission, such as shared intelligence platforms and work on sports values prevention and education.	UKAD	Completed
25.	A) ukactive and UKAD develop a clean sport multilateral MoU, also to include CIMSPA and  B) UK Coaching	UKAD	In progress
26.	UKAD should bring forward an international strategy to maximise impact and innovation on the international stage, linked to DCMS international policies, and UKAD and DCMS should continue to work together to ensure maximum participation in international Anti-Doping fora.	UKAD	Completed
27.	DCMS create a strategic work stream / collaboration with FCO, DfID and DIT for soft power sports integrity initiatives, whereby DCMS bodies can be a strategic arm for soft power collaboration, in areas like anti-doping, anti-corruption, gambling regulation, stadia safety and supporting Paralympic sport; including an FCO / DCMS workshop in 2018.	DCMS	In progress: to be completed spring 2021

28.	DCMS and UKAD should continue to actively seek to improve BAME representation among staff and at board level in line with the principle laid out in A Code for Sports Governance.	UKAD	Completed
29.	UKAD should work with WADA and other NADOs on alternatives to whole blood sample collection with a view to making testing cheaper and more efficient in the long term.	UKAD	In progress
30.	UKAD continues to review its cyber security, and to report on this at its quarterly updates with DCMS.	UKAD	Completed
31.	<p>UKAD develops a trust and empowerment culture, with clear and inclusive direction from Chair and CEO.</p> <p>Potential actions to achieve organisational change could include:</p> <ul style="list-style-type: none"> <li>• Create a culture and values work stream, involving staff at all levels</li> <li>• Review annual staff survey process in 2018 to improve corporate response to issues raised by staff</li> <li>• Consolidate mechanisms for handover plans when staff move on to improve knowledge retention</li> <li>• 360 feedback at all levels</li> </ul>	UKAD	Completed
32.	<p>Recommend regular communications with NGBs</p> <ul style="list-style-type: none"> <li>• Quarterly regional forums for NGBs for strategic dialogue with UKAD, ideally with CEO, and newsletters</li> </ul>	UKAD	In progress
33.	UKAD to review annually the most appropriate channels for young elite sports people to receive anti-doping messaging and use that intelligence to shape future social media activity.	UKAD	In progress

34.	Streamline internal publishing and communications systems to enable efficiencies using civil service or industry best practice.	UKAD	Completed
35.	To decrease the cost of commercial testing, UKAD should investigate alternative courier services and the potential for partnerships with logistics companies	UKAD	Completed
36.	UKAD should review resilience and value for money in legal operations, for example, via a) an annual review of the legal services it engages b) by agreeing a contingency strategy for legal costs with DCMS by May 2018.	UKAD	Completed
37.	UKAD, UK Sport and Sport England should establish regular meetings, at least twice a year, to identify shared services, for example in training, recruitment and retention. The same group should also support NGBs in sharing services to improve delivery of clean sport.	UKAD	Completed
38.	In anticipation of the expiration of the current lease terms in August 2022, UKAD should commence discussions with the Government Property Unit as part of the public body relocation programme to move government organisations outside London.	UKAD	Completed
39.	UKAD should introduce a CRM system to improve management of contracted services by end of 2018	UKAD	In progress
40.	Government to explore whether flexibility can be given to UKAD to enable it to use its earned income to support a more sustainable operating model	DCMS	In progress: to be completed November 2020
41.	DCMS Ministers should meet with UKAD Chair and or CEO at least once every six months	DCMS	Completed
42.	UKAD should hold an open annual general meeting, exploring how to do so in a digital forum, and could further improve transparency by -	UKAD	Completed

	<ul style="list-style-type: none"> <li>• Publishing an explanation of its organisational structure and how it relates to its role and responsibilities;</li> <li>• Making available its policies on recruitment, equality and diversity, and health and safety when advertising vacancies within the organisation;</li> <li>• Publishing its policies on information security, records retention, destruction and archiving and data protection (including data sharing).</li> </ul>		
43.	DCMS should seek to recruit a qualified finance professional onto the UKAD board in future appointment rounds	DCMS	In progress
44.	Taking into account Cabinet Office guidelines, UKAD should set in place specific rules for board members and senior staff regarding political activity and accepting appointments or employment after leaving the organisation to avoid potential conflicts of interest	UKAD	Completed
45.	UK Sport and HCSCs to consider providing supplementary guidance to or amending the Sports Governance Code in 2018 about how NGBs report annually on their oversight of anti-doping at both Board and administrative level	DCMS	In progress: to be completed by Spring 2021