

STRATEGIC PLAN **2021 – 2025**





CONTENT

Foreword	4
Introduction	6
Overview	8
Purpose	9
How we operate	9
Strategic Objective One	10
Strategic Objective Two	11
Strategic Objective Three	12
Strategic Objective Four	13
Supporting UKAD's ambitions	14
How do we deliver the strategy?	15
Our Operating Model	16
How do we measure our success?	18
Outcomes	19
Indicative Year 1 costs	20



FOREWORD

On behalf of the UKAD Board it is a pleasure to introduce our strategy for the next four years.

The strategy will provide the focus for our activities over the forthcoming years and has been developed along with the Chief Executive, Directors Team, employees of UK Anti-Doping (UKAD), and others with an interest in keeping sport clean.

“The strategy is ambitious and we are conscious that the current pandemic has and will continue to have an effect on the way the response to doping in sport evolves.”

We were established as an arm's length body of the Department for Digital, Culture, Media and Sport, 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. The framework through which we do this is the World Anti-Doping Code and the



UK's National Anti-Doping Policy (the latest version of which came into force in April 2021). The National Anti-Doping Policy (Policy) requires funded sports bodies in the UK to comply with the World Anti-Doping Code, as well as the terms of the Policy.

The new strategy takes into account our recognition that tackling doping in sport requires the engagement of a wide range of individuals and organisations; it recognises changes in the frameworks under which we operate. Perhaps most importantly, it is also born out of experience from our recent work, developing our insights around technologies, science, ethics, and the environment in which doping takes place.

The strategy is ambitious and we are conscious that the current pandemic has and will continue to have an effect on the way the response to doping in sport evolves. We have a basis on which we can incrementally expand and improve our response. Our challenge to others is to join us in that mission.

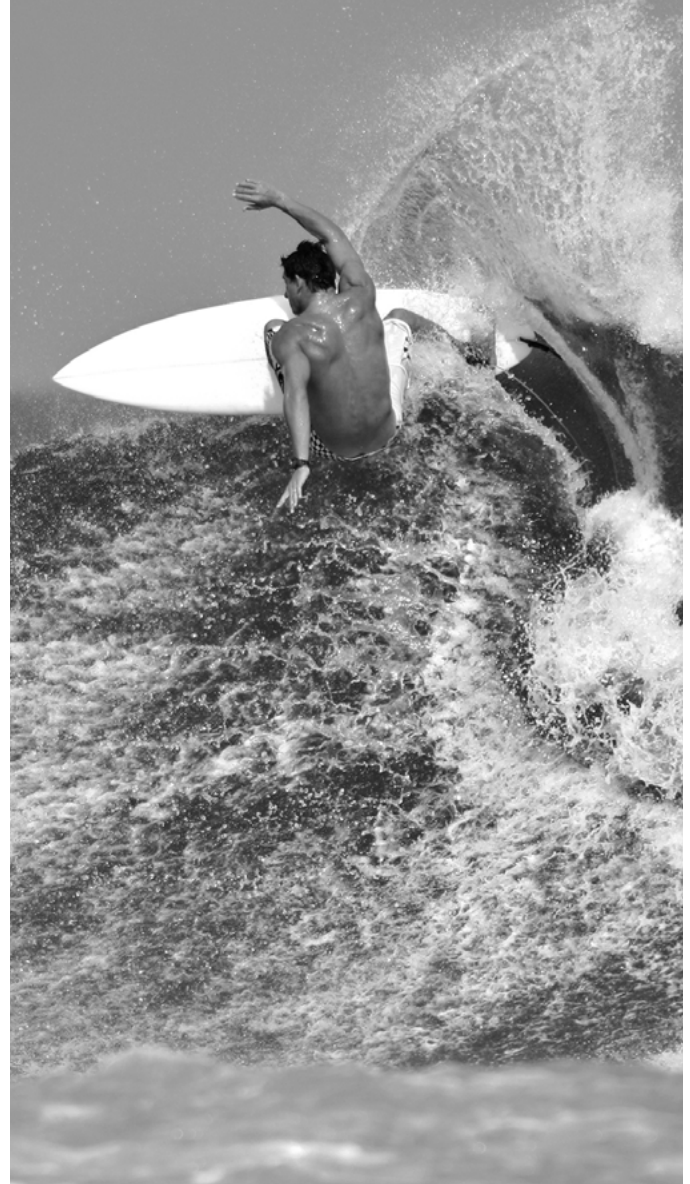
Trevor Pearce CBE QPM
UKAD Chair

INTRODUCTION

For over 10 years, UKAD has been leading the UK's response to doping in sport

During the decade we have seen doping in sport take place in an increasingly complex environment. Therefore, we need to build on our existing approach. Everyone in sport plays a key role and has a duty to uphold the standards to ensure clean competition. From athletes to support personnel, parents and administrators, every person in sport in the UK is responsible for its reputation on the global playing field. Therefore, our mission to protect clean sport should be a joint and integral part of any role within sport.

To respond effectively to doping in the 2020s, we will build further strategic partnerships from across and beyond sport, domestically and globally, to echo our joint mission. To recognise the importance of education and our role to support clean athletes, an 'Education First' principle will be embedded within our operations. We will see a roll out of more innovative, accessible, and tailor-made education programmes specifically for athletes, coaches and parents, in the coming years.



“ The World Anti-Doping Agency (WADA) is the international and independent organisation that governs anti-doping globally ”

The biggest area of growth for UKAD is the use of insight and innovation, to keep ahead of evolving threats affecting athletes and clean sport. We will harness research, data analytics and trial new approaches, to intervene in as wide a range of responses and areas as we can.

As a National Anti-Doping Organisation, we strive to be less passive - openly challenging threats to clean sport and integrity. We use our internationally recognised position to proactively influence anti-doping policies and responses. We balance this with our role in removing cheats from sport and ensuring we have the tools to effectively investigate wrongdoing.

Our staff play a fundamental role in what we do. We are committed to providing a safe working environment that is fully inclusive, values diversity and encourages different streams of thought, while supporting personal and professional development.

This strategy is ambitious, it sets out a pathway for the next four years for more insight and innovation-led collaborative working, all in the name of our joint mission.



OVERVIEW



Vision

Sport is clean



Mission

To protect sport from doping cheats

PURPOSE

We are here to ensure doping-free sport, promoting and protecting clean sport through education, testing and enforcement. Insight into doping and its threat to sport is central to what we do, using an intelligence-led approach to deter and detect wrongdoing.

On broader integrity issues, we share our knowledge and expertise to work with others within sport for the benefit of athletes, those who work with them, and the wider public.





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

HOW WE OPERATE

No single area of UKAD's responsibilities is more valuable than another in achieving our mission. It is the integration of all our activities that will lead to success.

Our approach is differential, but fundamental to it is the co-ordination of activity based on the insight and intelligence we have and a knowledge of 'what works'.

We aim to have a plan or response to each theme, threat or piece of actionable intelligence.

We will always operate ethically and with integrity.



STRATEGIC OBJECTIVE ONE

Fulfil our core obligations within the World Anti-Doping Code, International Standards and National Anti-Doping Policy

We operate within a rules-based regulatory framework so applying these standards is central to what we do. Recognising the importance of education, our focus is on providing the appropriate education, using the right channels and making sure it is relevant and accessible. We will seek to generate more intelligence reporting from within sports on the doping threat.

How will we do this?

- 1 Working with sports to embed an “Education First” principle
- 2 Implementing innovative and tailored education programmes
- 3 Running an intelligence-led testing programme
- 4 Investigating and prosecuting cheats
- 5 Encouraging greater reporting of doping intelligence
- 6 Monitoring compliance against the National Anti-Doping Policy, including through use of the Assurance Framework

STRATEGIC OBJECTIVE TWO

Enhance our insight about the constantly evolving threats to clean sport in the UK and globally

To implement the best anti-doping regime for the UK we need to understand the threat doping poses, the changes taking place, and the research that has practical application to what we do and how we do it.

How do we do this?

- 1 Realigning our resources to create a new Insight and Innovation capability
- 2 Seeking funding for the commission of innovative research projects
- 3 Harnessing the latest research, insight and knowledge to inform what we do
- 4 Sharing what we know with sport, government, academia, the public and others for them to understand and act on
- 5 Producing annual and thematic assessments of the doping threat to sport
- 6 Stimulating the research agenda for interested partners
- 7 Using our insight and strategic communication to inform and influence policy regarding clean sport and integrity nationally and internationally

STRATEGIC OBJECTIVE THREE

Improve the way we regulate

Our responsibilities under the World Anti-Doping Code and our case work experience have highlighted that to take on the most challenging doping investigations we need a broader suite of powers. Alongside this we will continue to embed an assurance regime, to enable us to assure DCMS and funding bodies that sports are in compliance with their anti-doping responsibilities.

How do we do this?

- 1 Securing the appropriate powers we need to improve our ability to investigate cheating
- 2 Developing a range of strategic partnerships with organisations and sectors which we can collaborate with to gain specialist advice, added value, or business efficiency
- 3 Developing practical applications of innovative research projects, leading to greater and more effective interventions and influence
- 4 Reviewing anti-doping assurance statements from sports and responding with support, learning and feedback

STRATEGIC OBJECTIVE FOUR

Secure the data capabilities, tools and techniques that we need to ensure we are optimising all the information available to us

Sport is data-rich and open source material adds further context. By harnessing developments in data analytics, greater insight on doping in sport can be acquired and used to better focus our education, testing and intelligence activities.

How do we do this?

- 1 Understanding the data we hold and the information available to us
- 2 Developing a data use and retention strategy that is proportionate and compliant with our data protection obligations
- 3 Working with partners, identifying how best to use automation, technology and data analytics to better carry out our mission
- 4 Preparing a robust business case for the funding to support our data analytic ambitions
- 5 Using our intellectual property to lead the international thinking on data analytics in anti-doping

SUPPORTING UKAD'S AMBITIONS

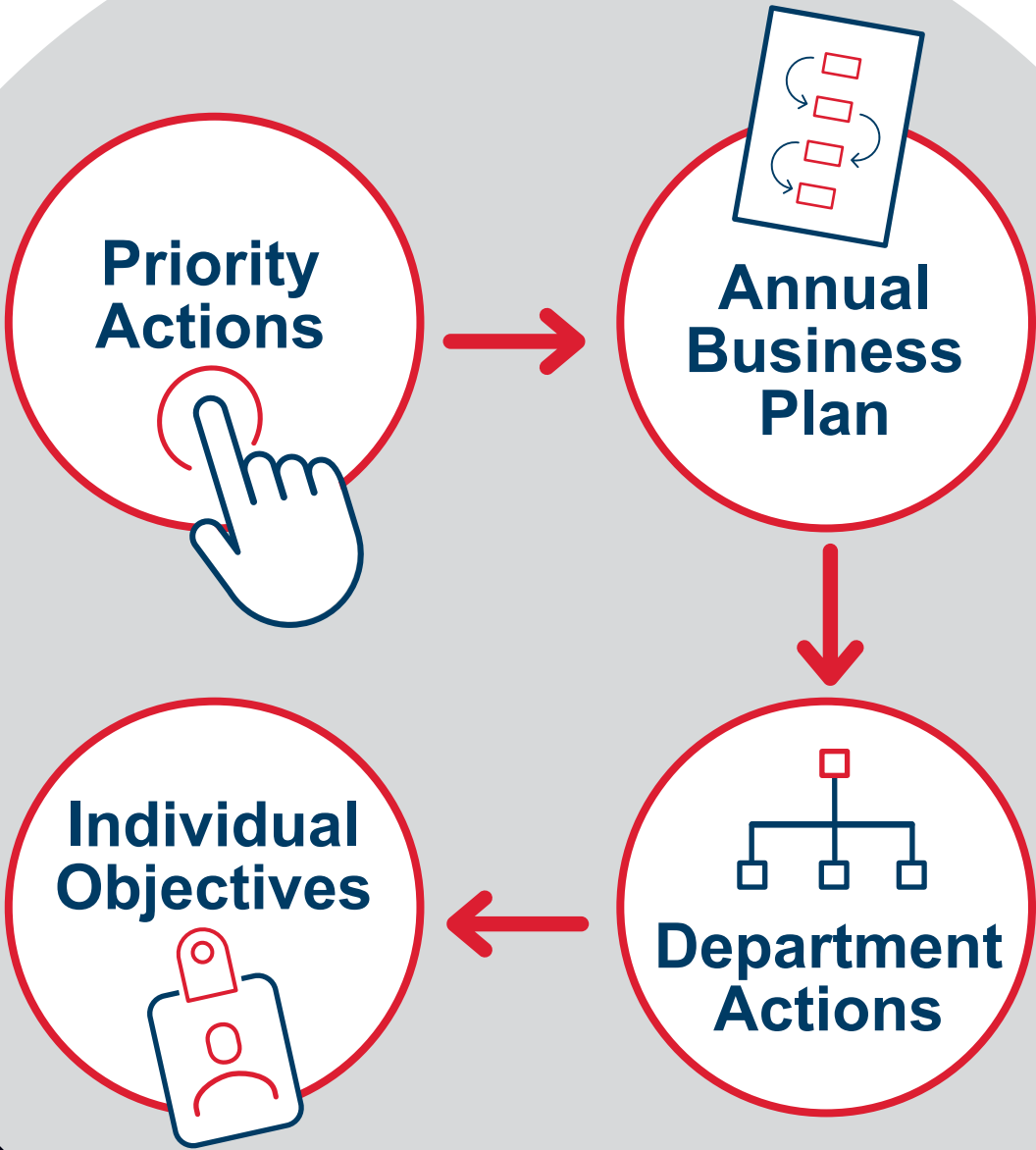
Support the achievement of the strategic objectives

UKAD is reliant on a number of factors to enable it to perform its functions and to do so effectively and efficiently. Central to this are the UKAD staff. As a recipient of public funding we are obliged to deliver value for money. We also need to ensure quality standards, IT security and good governance.

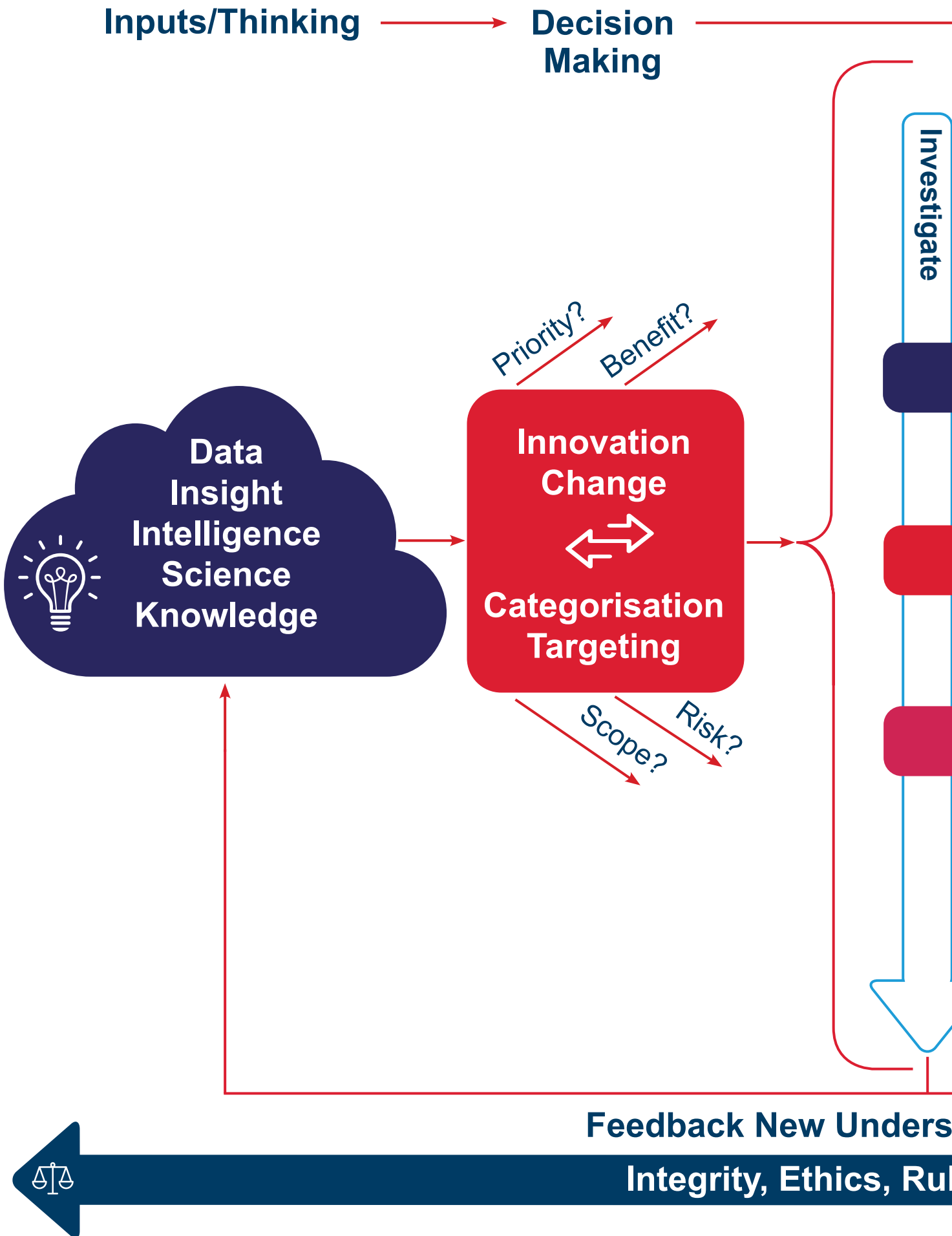
How do we do this?

- 1 Recruiting, developing, and retaining passionate staff who care about clean sport and developing an inclusive culture, where collaboration and a culture of innovation thrive
- 2 Planning for relocation to new offices in Loughborough and within the home nations, with an emphasis on supporting our staff through this process
- 3 Making the case for funding and using money well to achieve the maximum impact
- 4 Ensuring the right level of cyber and information security to meet emerging threats
- 5 Enhancing our governance arrangements, benchmarking ourselves against key standards

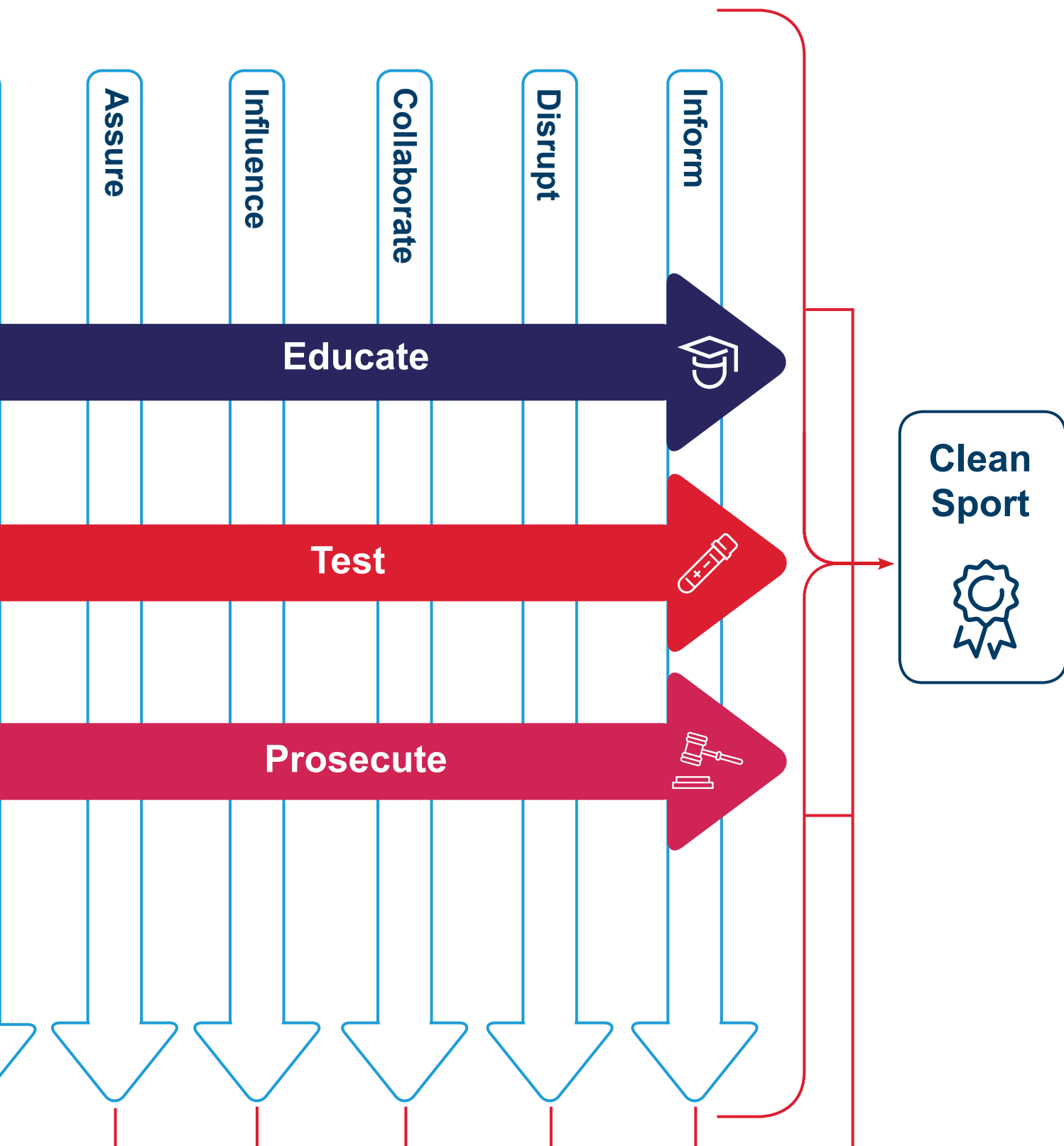
HOW DO WE DELIVER THE STRATEGY?



OUR OPERATING MODEL



→ **Outputs/Actioning** → **Outcome/Mission**

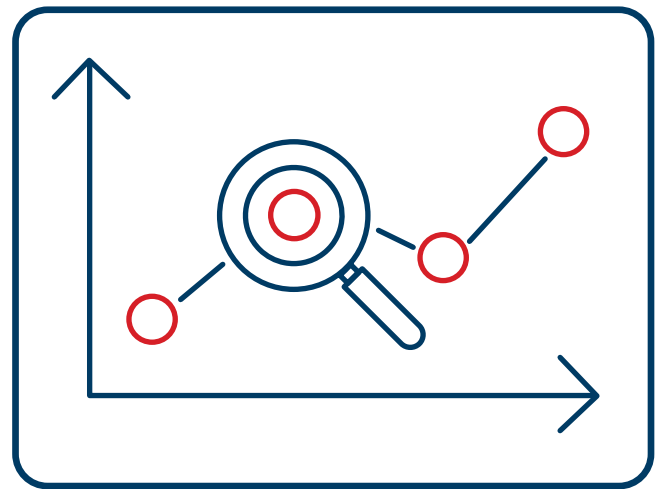
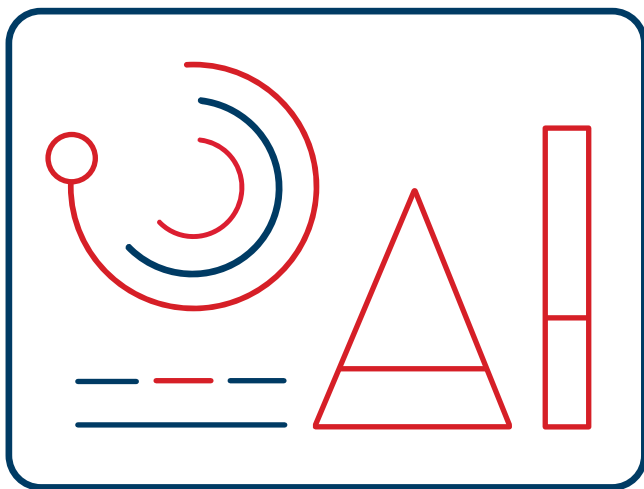


Understanding and Learning

Values and Standards



HOW DO WE MEASURE OUR SUCCESS?




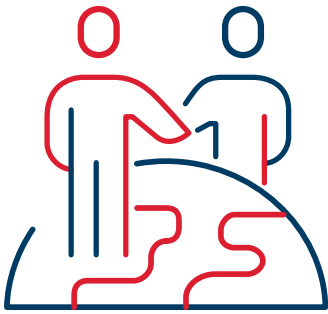



- Each strategic priority will have defined outcomes
- Every outcome will be broken down into Key Performance Indicators (KPIs) to enable monitoring of performance

- KPIs will be supported by Management Information (MI) to allow teams to predict success and implement remedial action if required
- KPIs will be reported cyclically to the Board and used to determine interventions and/or changes of priority

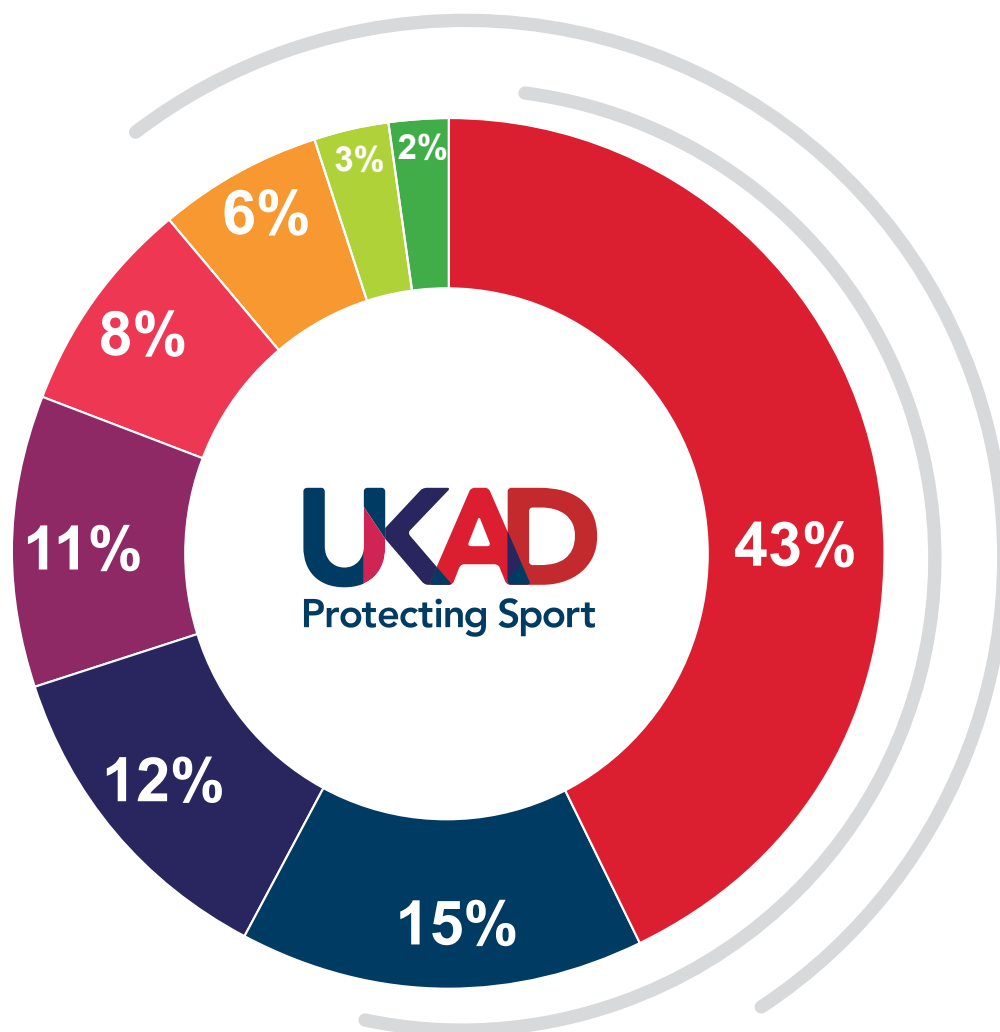
OUTCOMES

Strategic Priority

Outcome

<p>1 Core Obligations</p> 	<ul style="list-style-type: none"> • Removing cheats from sport • Sport in the UK has a reputation for being clean
<p>2 Insight</p> 	<ul style="list-style-type: none"> • UKAD is a recognised, valued source of knowledge for the sport sector in the UK and internationally • Improved internal practices, leading to more effective education, improved prevention and detection of doping in sport and greater operating efficiency
<p>3 Regulate</p> 	<ul style="list-style-type: none"> • More effective investigation, leading to improved prevention and detection of doping in sport • Greater operating reach and efficiency
<p>4 Data Capabilities</p> 	<ul style="list-style-type: none"> • More effective intelligence gathering and targeted testing • Greater operating efficiency in many aspects of our organisation, delivering better value for money
<p>5 Enablers</p> 	<ul style="list-style-type: none"> • High performing, experienced team with increased diversity, leading to more creative ways of delivering our mission • Secure organisation, delivering results and excellent value for money

INDICATIVE YEAR 1 COSTS



- **43%** Testing (including Major Games)
- **15%** Business support/enabling (Risk, Governance, Quality, Finance and HR together)
- **12%** Education and Communications
- **11%** Legal
- **8%** WADA
- **6%** Intelligence and Investigations
- **3%** Science and Medicine
- **2%** International



UKAD

Protecting Sport

E: ukad@ukad.org.uk

W: www.ukad.org.uk

[@ukantidoping](#) [#cleansport](#)

Company no. 6990867

© UK Anti-Doping 2021

94537 All images © Shutterstock.com