



**UK ANTI-DOPING  
STRATEGIC PLAN  
2011-2015**

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# CHIEF EXECUTIVE'S FOREWORD

UK Anti-Doping has now been in operation for over a year and, during this time, has made significant progress in developing a first-class anti-doping agency for the United Kingdom. Substantial work has been undertaken in establishing the new organisation, in particular its new functions around intelligence gathering, case management and scientific research. These functions will become more critical over the next four years, as we move to a more intelligence-led programme. In our Strategic Plan 2011–2015, we set out how we will provide further support to our athletes, working in partnership with sporting bodies, so that they can participate in doping-free sport.

Working in partnership with others is key to our success. During the past year we have forged relationships with bodies such as the Medicines and Healthcare products Regulatory Agency (MHRA), UK Border Agency (UKBA) and the Serious Organised Crime Agency (SOCA). We are also working internationally with partners from Europe and across the globe.

Looking ahead we have identified four key strategic objectives which will support our vision of doping-free sport. This includes the role UK Anti-Doping will play in supporting major sporting events within the United Kingdom. With the 2012 London Olympic and Paralympic Games fast approaching, our role in achieving doping-free sport for Olympians and Paralympians is critical.

UK Anti-Doping's infrastructure has developed well during the past year, with significant effort put in to establish robust systems of financial control and risk management. These systems are more efficient and cost effective and will save time and resource over the coming years. We received a fair settlement as a result of the comprehensive spending review, which sets out our funding for

the next four years. This, coupled with the UK's obligation through the UNESCO Convention, demonstrates the commitment Ministers have to doping-free sport in the United Kingdom.

With the first Olympic and Paralympic Games being held in the UK for 64 years, as well as the 2014 Commonwealth Games and 2015 Rugby World Cup, UK Anti-Doping will face many challenges over the next four years. However, this also presents us with numerous opportunities. This four-year Strategic Plan sets out our priorities for this period and explains how we will deliver our vision.

**Andy Parkinson**  
**Chief Executive**

# INTRODUCTION

## Why does anti-doping matter?

People participate in sport because it provides a physical and mental challenge which helps them fulfil their potential and improves their health and wellbeing. They also respect the values of the sports field of striving, discipline, courage and fair play. Successive governments have invested in sport because of these benefits.

Every incidence of doping undermines the ethics of sport, as well as the Government's sports policies, the public's interest and participation in sport, the UK's international reputation and the impact of major sporting events held in the UK.

Doping in sport is a problem that is growing and gaining in prominence right around the world. Though we are not at this point yet, there is a risk that more doping cases will result in the public becoming more cynical about sport, will not want to watch it, participate themselves, or encourage their children to participate. Both Sebastian Coe (Chair of the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) and John Fahey (World Anti-Doping Agency President) have already suggested that we may be getting close to the point where that cynicism arises, particularly in athletics and cycling.

## Why is the Government involved?

International concern about doping in sport has grown steadily since the 1950s and 1960s. The World Anti-Doping Agency (WADA) was established in time for the Sydney 2000 Olympic and Paralympic Games and the UK ratified the UNESCO International Convention against Doping in Sport in 2006. This Convention requires a programme of measures to be implemented to prevent, deter, detect and prosecute doping which can only be delivered effectively through

strong partnerships between government, public authorities (including law enforcement agencies) and the sport community. UK Anti-Doping was established to fulfil this role in the UK.

## What is the problem?

Rates of positive tests only provide a snapshot of the extent of doping. The substances which athletes use may be metabolised too quickly to be detected. The resources for testing are inevitably limited and, without saturation levels of testing, UK Anti-Doping cannot be certain of picking up on every instance of doping. There is therefore little comfort to be taken from the low percentage of analytical anti-doping rule violations (between one and two per cent of those tested each year). Nor is there any survey information from which the levels of prevalence of doping can be reliably extrapolated. There is an obvious fundamental methodological difficulty in collecting information from survey participants about their own illicit behaviours.

UK Anti-Doping has circumstantial information that suggest there may be small but significant 'hidden' levels of doping among elite athletes in the UK, and that its testing programme deters a further substantial group from using illicit substances. Some of this is drawn from surveys of athletes' attitudes at home and abroad, some from UK Anti-Doping's understanding of the pressures on athletes and intelligence about the market in illicit substances, and some from experience of operating testing programmes and observing athlete behaviour clearly designed to evade detection. UK Anti-Doping's developing intelligence function will help greatly in estimating prevalence. WADA recently indicated that the prevalence of doping in elite sport could be as high as eight per cent.

## Is the problem getting better or worse?

Developments in pharmaceuticals continue to be rapid and evidence suggests athletes are continuing to take advantage of this by using the latest substances and the latest doping regimes. The main substances currently in use are difficult to detect because they are synthetic hormones of substances that already exist in the body and the window of opportunity for detection is short. There are also concerns about blood doping (storing and replacing the athlete's blood immediately before a competition), Erythropoietin (EPO) and testosterone abuse, and new 'designer' substances.

The problem is likely to get worse before it gets better. The pressures on athletes will continue to increase and pharmacological technology continues apace. In short, rewards and temptation are growing, means of delivery are becoming more sophisticated and abuses more difficult to detect.

## Why is UK Anti-Doping important to the 2012 Olympic and Paralympic Games?

A high-profile doping scandal at the 2012 Olympic and Paralympic Games would severely undermine their success, the legacy aim of inspiring greater participation in sport and the reputation of the UK. It is therefore important that members of Team GB do not resort to using performance-enhancing substances or methods. UK Anti-Doping is already working very closely with LOCOG, intelligence agencies, sports governing bodies (both domestic and international) and international authorities. This work is vital for a successful Games.

However, the London 2012 Games are only the first events in a strong programme aimed at establishing the UK as the leading host of major international sporting events. It is equally important for the success of the series of international events (including the Rugby League World Cup in 2013, the Glasgow 2014 Commonwealth Games, and the IRB Rugby World Cup in 2015) which will be held over the coming years that UK Anti-Doping continues to hold the increasing threat of doping at bay.

## Stakeholders and partnerships

Effective relations with key partners are critical to achieving UK Anti-Doping's ambitions. UK Anti-Doping will work closely with its sponsor department, the Department for Culture, Media and Sport (DCMS), to ensure that both its funding and delivery strategy accord where relevant with wider government ambitions and obligations.

Within sport, the key partnership is with the National Governing Bodies (NGBs) who have responsibility for the governance and regulation of their sport in the UK, including the obligation to have World Anti-Doping Code compliant rules in order to receive public funding. Athletes and athlete support personnel are bound to the rules of NGBs through their participation in their respective sports and are therefore a group with which UK Anti-Doping needs to have strong links. In order to facilitate the exchange of information with athletes, UK Anti-Doping has established an Athlete Committee which reports to the UK Anti-Doping Board.

Anti-doping delivery is supported by the UK's Sports Councils who fully endorse the National Anti-Doping Policy and are charged with imposing funding penalties on organisations that are deemed to be non-compliant with the World Anti-Doping Code. UK Anti-Doping works closely with the British Olympic and Paralympic Associations, and other bodies such as the British Athletes Commission and the Professional Players Federation, to ensure that sport at all levels in the UK is aware and supportive of the UK's anti-doping responsibilities.

Critical partners for UK Anti-Doping are the UK's law enforcement agencies. In order to tackle those who import, manufacture and supply substances prohibited in sport, UK Anti-Doping has established working relationships with the Serious Organised Crime Agency (SOCA), the UK Border Agency (UKBA), the Medicines and Healthcare products Regulatory Authority (MHRA), the Association of Chief Police Officers in England, Wales and Northern Ireland (ACPO) and the Association of Chief Police Officers in Scotland (ACPOS).

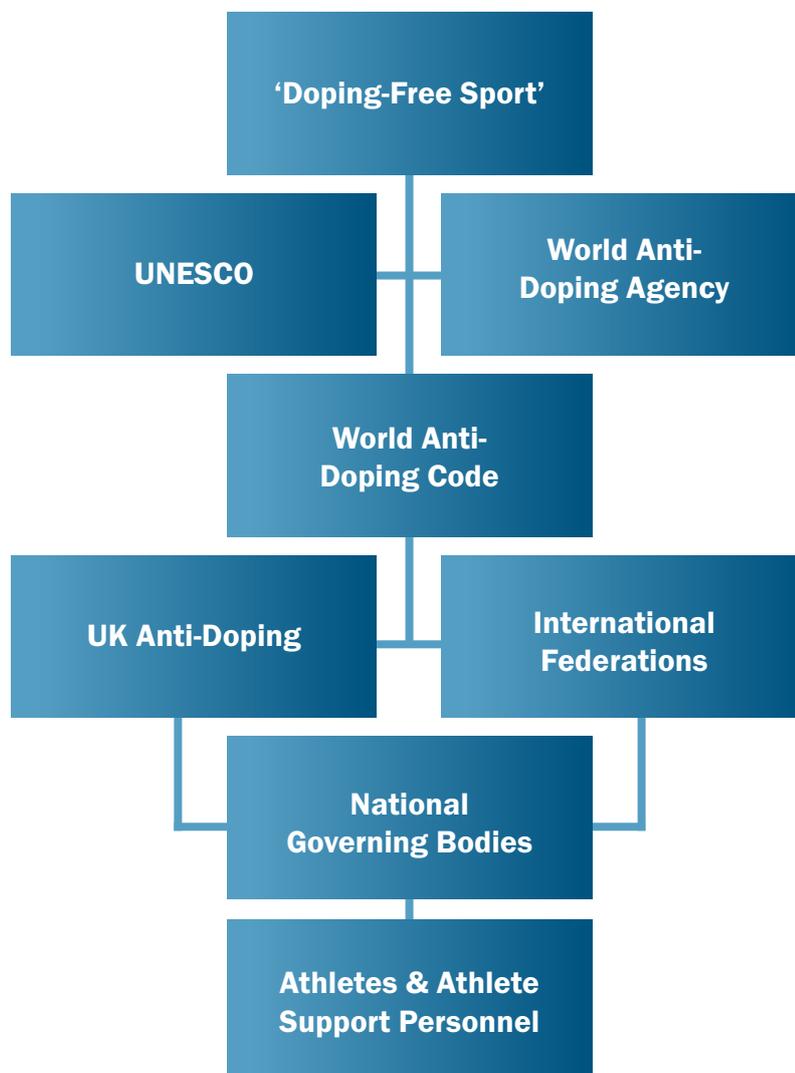
The London Organising Committee for the Olympic Games (LOCOG) is a key partner during the next 18 months. Preparations for London 2012 will impact on every area of UK Anti-Doping's activity and both parties recognise that the establishment of a visible no-tolerance approach to doping in the UK will have benefits to the success of the Games. The same is also true for the 2014 Glasgow Commonwealth Games, which can expect to benefit from structures and protocols implemented to deal with the threat of doping in 2012.

At an international level, UK Anti-Doping is actively involved in the global fight against doping through partnerships with the World Anti-Doping

Agency (WADA), UNESCO (through the 2006 Convention Against Doping in Sport), the Council of Europe and the International Anti-Doping Arrangement (IADA). The recognition that the fight against doping cannot be won at a local level is integral to UK Anti-Doping's international activities, which include support of WADA's Regional Anti-Doping Programme, Independent Observer Programme and contributing to the development of any revisions to international anti-doping policies.

### Global framework

The following illustrates the global framework that governs anti-doping as it relates to the UK sporting landscape:



# OUR STRATEGIC PLAN

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This four-year Strategic Plan has been prepared with the active involvement of UK Anti-Doping's staff and Board. The responses received from all parts of the organisation demonstrate the commitment there is to deliver a high-quality service.

Good planning is essential for effective front-line activity. It is vital, if we are to develop a world-class anti-doping programme, that we deploy our resources, assets and workforce to the best effect and that we focus on a shared vision of achieving the best possible outcomes.

We believe we can be optimistic for the future. We have the opportunity to deliver a world-class anti-doping programme, which will support the rights of athletes to compete on a level playing field. We must therefore work with our partners and stakeholders to achieve these ambitions.

# WHO WE ARE

## Our purpose and role, vision and values

UK Anti-Doping is the United Kingdom's National Anti-Doping Organisation (NADO). Our primary aim is to deliver an effective anti-doping programme in the UK and act as the principal advisor to the UK Government on anti-doping policy. Established as an executive Non-Departmental Public Body in August 2009, UK Anti-Doping is accountable to the DCMS. We have a responsibility for ensuring sports bodies in the UK are compliant with the World Anti-Doping Code through the monitoring, implementation and management of the UK's National Anti-Doping Policy.

UK Anti-Doping's functions include an education and information programme, athlete testing across more than 45 sports, intelligence management and exclusive results management authority for the determination of anti-doping rule violations. We work within the parameters agreed with the DCMS. Strategic objectives agreed with the DCMS and contribute to wider government objectives relating to anti-doping in sport.

The UK Anti-Doping Board sets the strategic vision and overarching strategic objectives, which inform all of our policies and practice.

## Our vision

Doping-free sport

## Our mission

To protect the right of athletes to compete in doping-free sport

## Our values

Our values set out how we will do business and how we will work with each other and external partners.

### Lead

In taking a leadership role we accept that everything we do will be of the highest quality.

### Achieve

Achieving results is the cornerstone of our work. We will be innovative and creative in how we get the best results.

### Collaborate

A collaborative approach helps us to better understand the needs of others, and work together to find solutions to shared issues and problems.

# WHAT WE DO

Detailed below are our key business activities, and aspirations for these areas of work, over the next four years.

## Compliance

UK Anti-Doping monitors UK compliance with the World Anti-Doping Code and the UK's National Anti-Doping Policy. UK Anti-Doping provides professional advice to National Governing Bodies in receipt of funding and services to ensure their anti-doping rules are compliant. It advises stakeholders, such as Sports Councils and the British Olympic and Paralympic Associations, if there is a breach of the World Anti-Doping Code and the UK's National Anti-Doping Policy.

**Aspiration: To ensure compliance by publicly funded bodies and that UK Anti-Doping acts at all times in compliance with anti-doping standards. To provide the World Anti-Doping Agency with practical, innovative and evidence-based recommendations for improvements to the World Anti-Doping Code and play a leading role internationally in the coordination of public authorities in the review process.**

## Intelligence management

UK Anti-Doping receives intelligence related to doping activities through sport, from law enforcement partners and the general public. Intelligence is processed by UK Anti-Doping in accordance with the International Standard for the Protection of Privacy and Personal Information, the UK's Data Protection Act and regulations related to the use of classified information received from law enforcement agencies. Intelligence outputs are varied and

range from informing education programmes and testing strategies to providing evidence for anti-doping hearings.

**Aspiration: To receive and process intelligence in a manner that is consistent with the National Intelligence Model and data protection legislation that demonstrates the credibility of the intelligence function. To capitalise on the relationships built with law enforcement and key partners through a two-way flow of intelligence, creating the ability to address non-analytical anti-doping rule violations by athletes and athlete support personnel. To create a model for other NADOs to learn from.**

## Education

UK Anti-Doping supports the education of athletes, athlete support personnel and the wider sporting community, working in collaboration with key stakeholders. Relationships with our key organisations ensure we have a targeted approach and our '100% me' programme continues to be the external brand for our work in this area. The UK Anti-Doping Athlete Committee provides a forum for the exchange of information and opinions on anti-doping matters from an athlete perspective which will influence and enhance our educational approach.

**Aspiration: To set the benchmark for best practice in anti-doping prevention interventions which are targeted at each identified stage of athlete development. To create a system working in partnership with our key stakeholders and industry partners, to ensure anti-doping knowledge is integrated and seen as an essential component for a competitive athlete in the UK.**

## Athlete testing

UK Anti-Doping coordinates the UK's testing programme across more than 45 sports in accordance with the International Standard for Testing. Intelligence-led test distribution plans are determined resulting in a combination of in-competition and out-of-competition testing and the collection of both urine and blood samples. Testing is also conducted for the purposes of steroid profiling and for the Athlete Biological Passport programme.

**Aspiration: To be regarded as an international authority on implementing a testing programme that is led by intelligence, that continuously challenges the ways in which testing is conducted and that seeks innovative ways of improving the effectiveness and efficiencies of testing procedures.**

## Results analysis and case management

UK Anti-Doping is responsible for determining whether athletes and/or support personnel have a 'case to answer' for a potential anti-doping rule violation, and for presenting that case to an independent tribunal. Analytical samples from the UK's testing programme are analysed by WADA-Accredited Laboratories. Non-analytical results may take the form of refusals, whereabouts failures or through evidence provided by sport and law enforcement partners and the general public.

Analytical and non-analytical results are processed by UK Anti-Doping in accordance with the World Anti-Doping Code to determine possible anti-doping rule violations, which in turn are presented to the National Anti-Doping Panel (and in some cases to the Court of Arbitration for Sport) to determine whether an anti-doping rule violation has occurred and if so, the sanction to be imposed.

**Aspiration: To achieve operational excellence, and compliance with anti-doping standards and the principles of natural justice, in the investigation and prosecution of anti-doping rule violations.**

## Science and medicine

UK Anti-Doping coordinates scientific projects aimed at improving anti-doping efforts to ensure that we are best placed to deter and detect current doping and assess the threat of future doping. Integral to this is the ongoing development of scientific research programmes, the establishment of a monitoring programme, the Athlete Biological Passport programme and contributing to the annual Prohibited List review. The Science and Medicine team is also responsible for operating a comprehensive Therapeutic Use Exemption programme.

**Aspiration: To drive the anti-doping research agenda through the early identification of doping threats, instigating and supporting research projects on such threats and collaborating with other NADOs and research bodies to ensure that time and resources are utilised effectively.**

# STRATEGIC OBJECTIVES

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## **Our strategic objectives 2011–2015 are:**

- 1. To drive and support compliance with the National Anti-Doping Policy in the UK**
- 2. To deliver an intelligence led, integrated anti-doping programme to promote clean sport, and support the next generation of aspiring sporting champions**
- 3. To take a leading role in the worldwide harmonisation of the World Anti-Doping Code and influence international anti-doping policy and practices**
- 4. To play a leading role in the successful delivery of anti-doping programmes at major events in the UK**

# DELIVERABLES AND MILESTONES FOR 2011-2015

**Detailed below are the key deliverables and milestones that link to our strategic objectives over the next four years.**

**Strategic Objective 1: To drive and support compliance with the National Anti-Doping Policy in the UK**

Deliverables	Target Date for Completion	Linked KPIs
National Anti-Doping Policy <ul style="list-style-type: none"> <li>• Establish formal reporting framework</li> <li>• Review Policy and make relevant recommendation to DCMS</li> </ul>	2012 2011/12	KPIs 1, 2 & 3
UNESCO Convention Against Doping in Sport <ul style="list-style-type: none"> <li>• Assist Overseas Territories and Crown Dependencies to comply with Convention</li> <li>• Submit Monitoring Report to UNESCO and implement recommendations</li> <li>• Evaluate results of Monitoring Report</li> </ul>	2011/2015 2011 & 2012 2013 & 2014	KPIs 1, 2, 3 & 5

Milestones	Date
UNESCO meeting of parties	2011/12
Fourth world conference on doping in sport	2013
Council of Europe – Monitoring visit	2013/14
Renewal of national anti-doping contract	2014/15

**Strategic Objective 2: To deliver an intelligence led, integrated anti-doping programme to promote clean sport, and support the next generation of aspiring sporting champions**

<b>Deliverables</b>	<b>Target Date for Completion</b>	<b>Linked KPIs</b>
Partnerships with Public Authorities <ul style="list-style-type: none"> <li>Review the effectiveness of MoUs with Public Authorities and implement findings</li> <li>Establish formal relationships with Scottish law enforcement agencies</li> </ul>	2011/12 & 2013/14  2012/13	KPIs 8 & 9
Strategic intelligence assessment <ul style="list-style-type: none"> <li>Olympic and Paralympic profiles</li> <li>Commonwealth Games profile</li> </ul>	2011/12 2013/14	KPIs 8 & 9
Intelligence-led test distribution plan <ul style="list-style-type: none"> <li>Olympic and Paralympic athlete inclusion in the Registered Testing Pool</li> <li>2012 Olympic and Paralympic testing strategy</li> <li>2014 Commonwealth Games testing strategy</li> </ul>	2011  2011  2013	KPIs 4 & 11
Science and medicine strategy <ul style="list-style-type: none"> <li>Expansion of Athlete Biological Passport programme</li> <li>Establish UK Monitoring Programme</li> </ul>	2011/12  2012/13	KPI 4
Digital presence and capabilities <ul style="list-style-type: none"> <li>Implement digital communication strategy</li> <li>Education on-line learning hub launched</li> </ul>	2011/13 2012/13	KPIs 6 & 7
UK-wide education programme <ul style="list-style-type: none"> <li>Education interventions targeting the following stakeholders: <ul style="list-style-type: none"> <li>Coaches</li> <li>Athlete support personnel</li> <li>Schools</li> <li>Wider sporting environment</li> </ul> </li> <li>Establish an ambassador programme</li> </ul>	2011/12 2012/13 2013/14 2014/15 2011/12	KPIs 6 & 7

<b>Milestones</b>	<b>Date</b>
UK School Games	2011
Glasgow 2014 anti-doping services tender	2011
London 2012 Olympic and Paralympic Games	2012
International Convention on Science, Education and Medicine in Sport (ICSEMIS)	2012
Athlete Committee re-elections	2012
Winter Youth Olympic Games	2012
Creation of National Crime Agency	2013
Summer Youth Olympics	2014

**Strategic Objective 3: To take a leading role in the worldwide harmonisation of the World Anti-Doping Code and influence international anti-doping policy and practices**

<b>Deliverables</b>	<b>Target Date for Completion</b>	<b>Linked KPIs</b>
World Anti-Doping Code Review <ul style="list-style-type: none"> <li>• Identify key areas of focus for review</li> <li>• National consultation on World Anti-Doping Code and International Standards</li> <li>• International influence around key areas</li> <li>• Implement World Anti-Doping Code 2015</li> </ul>	2011/12 2012/13 2012/13 2015	KPIs 1, 2 & 3
International influence <ul style="list-style-type: none"> <li>• Identify key influencers from the UK</li> <li>• Develop and implement stakeholder engagement strategy</li> <li>• Plan influencing activities/opportunities around major events and conferences</li> <li>• Influence WADA in sharing educational best practice across its networks</li> </ul>	2011/12 2011 2012/15 2014-15	KPI 10
International anti-doping programmes <ul style="list-style-type: none"> <li>• Support the WADA Regional Anti-Doping Organisations and Independent Observer programmes</li> </ul>	2011-15	KPI 10

**Strategic Objective 4: To play a leading role in the successful delivery of anti-doping programmes at major events in the UK**

<b>Milestones</b>	<b>Date</b>
London 2012 Olympic and Paralympic Games Test Events	2011/2012
London 2012 Olympic and Paralympic Games	2012
School Olympic sports days	2011
Commonwealth Youth Games	2011
Glasgow 2014 Commonwealth Games	2014
UK School Games	2014/15
Rugby World Cup	2015

# CORE BUSINESS ACTIVITIES

## Governance

UK Anti-Doping implements best practice governance, management and administration standards at every level of operation. As well as being a Non-Departmental Public Body (NDPB), UK Anti-Doping is also a company limited by guarantee. As such we have an independent Board of Directors which provides oversight of the organisation. All Board members are appointed in accordance with the Nolan Principles of Public Life, and the Chair of the Board was appointed by the Secretary of State for Culture, Media and Sport. The Board is supported by the Audit and Remuneration Committees. UK Anti-Doping's Chief Executive has been designated as the organisation's Accounting Officer. The responsibilities of the Accounting Officer are set out in 'Managing Public Money' published by the Treasury. These include ensuring regularity and propriety of expenditure, that there are adequate systems of internal control and the management of opportunity and risk to achieve the right balance is commensurate with UK Anti-Doping's business and risk appetite.

## Communications

UK Anti-Doping protects and enhances its reputation, through understanding and being understood by stakeholders and key audiences including the media and government. Communication activities range from promoting the values of clean sport, providing accurate commentary on anti-doping matters and publicly disclosing information related to anti-doping rule violations in accordance with the World Anti-Doping Code.

## Business Support

The Business Support Directorate is responsible for providing high quality, cost effective organisational support including our finance, payroll, human resources, information technology, quality management, administrative and executive support functions. The team provides expertise in the range of core business activities that enable us to deliver our wider work programme.

UK Anti-Doping is committed to continual improvement and innovation of all operations and activities. UK Anti-Doping's operations are ISO:9001 accredited and are subject to twice-yearly audits by the British Standards Institute. In addition, all functions are subject to internal reviews, audits conducted by contracted internal auditors and also audits conducted by the National Audit Office. The Accounting Officer and Board are supported by the UK Anti-Doping Audit Committee.

Over the four-year period of this Strategic Plan, Business Support will continue to help ensure that the organisation works more effectively through a range of activities outlined below. The table below details the key activities in relation to organisational support and governance of the organisation over the four-year period.

<b>Priorities</b>	<b>Target date for completion</b>
Office relocation	December 2012
Implement information strategy	2011
Investors in People accreditation achieved	2011/12
Information data security accreditation under ISO27000/1 achieved	2012/13
Laboratory contract for sample analysis re-tendered	2014/15
IT support contract re-tendered	2012/13
Entry into the Top 100 employers	2015

<b>Milestones</b>	<b>Date</b>
Appointment of Chair of the Board of Directors	2013
Re-appointment of Board of Directors	2012 & 13
End of Spending Round	2014/15

# OUR RESOURCES

UK Anti-Doping receives the majority of its resources in the form of grant-in-aid from the DCMS. As a result of the 2010 Comprehensive Spending Review, the grant-in-aid allocation for the four-year period from 1 April 2011 has been agreed. This is set out in the Income table below.

In addition to grant-in-aid we generate a limited amount of additional income from contracted testing.

## Income

£million	2011/12	2012/13	2013/14	2014/15
Resource budget – programme spend	4.247	4.353	3.963	3.592
Resource budget – administration spend	2.097	2.145	2.201	2.260
Ring-fenced depreciation	0.265	0.281	0.298	0.315
Testing Income	0.700	0.730	0.750	0.800
<b>Total</b>	<b>7.309</b>	<b>7.509</b>	<b>7.212</b>	<b>6.967</b>

## Expenditure

Our projected spend over the four-year period is detailed in the table below.

£million	2011/12	2012/13	2013/14	2014/15
Intelligence	0.384	0.390	0.384	0.390
Education	0.482	0.486	0.435	0.439
Athlete testing	1.681	1.815	1.741	1.717
Results analysis and management	1.857	1.864	1.812	1.820
Science and medicine	0.363	0.366	0.335	0.313
Executive Office	0.264	0.267	0.265	0.268
Communications	0.325	0.329	0.298	0.291
Premises and support costs	1.210	1.233	1.166	0.936
Depreciation	0.265	0.281	0.298	0.315
WADA membership fees	0.478	0.478	0.478	0.478
<b>Total</b>	<b>7.309</b>	<b>7.509</b>	<b>7.212</b>	<b>6.967</b>

UK Anti-Doping supports the Coalition Government's commitment to reduce administration spend over the course of the four-year spending period, and reallocate this spend to programme delivery. The table below demonstrates the split between our programme and administration spend, and how administration spend will reduce over this time.

<b>£million</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
Programme spend	5.187	5.356	5.143	5.114
Administration spend	1.856	1.842	1.571	1.537
Total	7.043	7.198	6.714	6.651
<b>Admin spend as a % of total</b>	<b>26%</b>	<b>26%</b>	<b>23%</b>	<b>23%</b>

# RISK MANAGEMENT

Good risk management will support the achievement of the objectives set out in this plan and has a vital role to play in ensuring that the organisation is well run. Our approach covers both the identification and management of the strategic risks which face the whole organisation and also the operational risks which affect the whole business.

Board members and senior staff will focus on significant risks, matters of key strategic and

operational importance that could potentially have an effect on our ability to achieve our objectives. These are set out in our risk register.

The internal statement of risk appetite, which has been approved by the Board, gives guidance to senior managers on the level of risk considered appropriate against areas of strategic risk. Risk appetite has been divided into seven areas based on the risks identified in the Strategic Risk Register.

Each area of risk has been assessed on a four-point risk tolerance scale: zero–low–medium–high.

Type of risk	Our level of tolerance
Financial – risk of fraud, loss or financial impropriety	Zero
Compliance and informational – risk of failure to comply with relevant domestic regulations and international anti-doping rule	Low
Health & safety – risk of injury to staff or public	Low
Stakeholder management – risk of damage to relationships	Low
Service delivery – risk of service delivery disruption	Low
People – risks associated with human resources	Medium
Legal – risks associated with expected legal challenges of our documented procedures	High

Monitoring and reporting of any changes to the risks and any new or emerging risks will be carried out at:

- Board – quarterly
- Audit Committee – quarterly
- Management Review Meetings – quarterly.

In addition the risks will be shared with and communicated to our sponsor department, the DCMS.

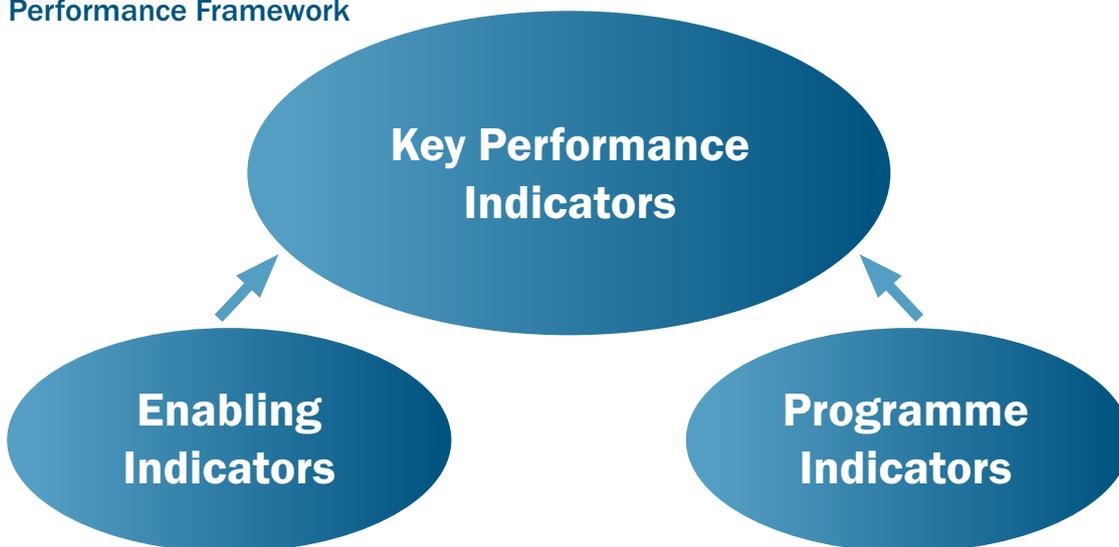
This process will ensure that board members and senior management have an up-to-date picture of UK Anti-Doping’s current risks and the controls that are in place to manage them. It is effectively a process of continuous assessment that needs to ensure that all significant aspects of the business have been addressed.

# MONITORING PROGRESS

Our four-year Strategic Plan is a challenging and demanding one, and rightly so. We will be monitoring progress through the Board, through quarterly management review meetings with the senior management team and departmental heads and the Audit Committee, who receive regular performance and finance updates.

Although we have set out our priorities for the next four years, we will review them each year, to ensure that they remain relevant and timely. We will publish our progress each year in our annual report.

## Performance Framework



A two-tier performance framework has been developed that incorporates three separate indicator sets.

- Our key performance indicators are high-level indicators that help us monitor and measure our organisational impact and achievements in relation to our strategic objectives.
- Our enabling indicators focus on our performance in relation to the organisational support function. These indicators focus on

our governance arrangements which include adherence to legislative requirements, key policies and procedures including human resources and procurement and other approved ways of working.

- Our programme indicators monitor the effectiveness of each of our projects in relation to our corporate objectives.

Our key performance indicators are included on page 19.

# TRANSPARENCY

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UK Anti-Doping supports the Coalition Government's drive to make more information available to the public, on a range of subjects. During the coming year we will be developing an information strategy which will set out what we will publish and when. As a minimum we will publish information in the following areas:

- Salary details for senior staff, together with our staffing and pay structure for the organisation
- Details of payments to suppliers over £25,000
- Details of all new contracts over the value of £10,000 and invitations to tender
- Minutes from our Board meetings
- Progress made on the achievement of our key performance indicators

# EQUALITY AND DIVERSITY

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We are committed to promoting equality and diversity both through our work and across the workplace. We realise that the achievement of our long-term goals and strategic objectives is dependent upon our effective management of this process. We work to support athletes from a broad range of backgrounds, both able-bodied and disabled, so achieving equality through this work is key.

In order to support this commitment, we will be developing our Equality & Diversity Strategy which will include:

- Gaining accreditation through the Equality Standard – A Framework for Sport
- Developing an equality and diversity staff handbook
- Ensuring we meet our statutory obligations under the Equality Act 2010
- Training staff on equality and diversity issues

# KEY PERFORMANCE INDICATORS 2011-12

The table below shows our KPIs which are agreed with DCMS.

<b>UK is compliant with anti-doping requirements</b>	
KPI 1	UK Anti-Doping is compliant with the World Anti-Doping Code, associated International Standards and the UK's National Anti-Doping Policy
KPI 2	The UK Government (excluding Crown Dependencies and Overseas Territories) is compliant with the UNESCO International Convention against Doping in Sport
KPI 3	All Sports Councils and National Governing Bodies of Sport in the UK have rules and policies that are compliant with the UK National Anti-Doping Policy
<b>UK Anti-Doping has an effective and balanced Testing Programme in place</b>	
KPI 4	Testing is conducted above the following levels: <ul style="list-style-type: none"> <li>• In-competition (random/placed) – minimum of 30%</li> <li>• Out-of-competition (random) – minimum of 25%</li> <li>• In-competition/Out-of-competition (targeted) – minimum of 35%</li> </ul>
<b>UK Anti-Doping carries out Case Management in an effective manner</b>	
KPI 5	100% of cases are processed from notice of charge to reasoned decision in accordance with the applicable rules
<b>UK Anti-Doping has an effective Education Programme</b>	
KPI 6	UK Anti-Doping improves the anti-doping education strategies of the 12 National Governing Bodies of Sport (NGBs) it has identified as being of high priority, and provides all others NGBs with access to anti-doping education and information resources.
KPI 7	100% of new athletes in the UK National Registered Testing Pool are given the opportunity for whereabouts induction training before they are included in the pool
<b>UK Anti-Doping's Intelligence Management function enhances its ability to carry out its role as a NADO</b>	
KPI 8	UK Anti-Doping makes an assessment against baseline benchmarked information for intelligence
KPI 9	A peer review assessment is conducted on UK Anti-Doping's intelligence management activities which can inform performance measures in future years
<b>UK Anti-Doping contributes to world-wide harmonisation and influences international anti-doping policy and practices</b>	
KPI10	UK Anti-Doping implements its strategy for influencing international partners in order to support harmonisation and enhance less developed anti-doping programmes, and which can inform performance measures in future years
<b>UK Anti-Doping supports LOCOG's anti-doping programme</b>	
KPI11	UK Anti-Doping delivers all contractual obligations established under the contract with LOCOG to a high standard
<b>UK Anti-Doping makes efficient use of public money</b>	
KPI12	UK Anti-Doping maintains its programme and administration spend within the allocations set out in its funding agreement.

# PROGRESS DURING 2010–11

Our key performance indicators for 2010–11, and the progress made in implementing them, are detailed in the table below.

Key performance indicators	Progress made
<b>UK is compliant with anti-doping requirements</b>	
1.1 UK Anti-Doping is compliant with the World Anti-Doping Code, associated International Standards and the UK's National Anti-Doping Policy	Fully met. UK Anti-Doping has fully complied with the Code, International Standards and Policy during 2010/11.
1.2 The UK Government (excluding Crown Dependencies & Overseas Territories) is compliant with the UNESCO International Convention against Doping in Sport	Fully met. Work is ongoing in preparation for formal reporting to UNESCO in the summer of 2011.
1.3 All Sports Councils and National Governing Bodies of Sport in the UK have rules and policies that are compliant with the UK National Anti-Doping Policy	Partially met. Engagement remains ongoing in relation to sports which are not currently compliant, with regular dialogue with DCMS and Minister for Sport on possible solutions.
<b>UK Anti-Doping has an effective and balanced testing programme in place</b>	
1.4 Testing is conducted above the following levels: <ul style="list-style-type: none"> <li>• In-competition (random/placed) – minimum of 30%</li> <li>• Out-of-competition (random) – minimum of 25%</li> <li>• In-competition/Out-of-competition (targeted) – minimum of 35%</li> </ul>	Fully met. 7,611 missions have been completed with a split of 35.4 per cent In-competition (random/placed), 28.2 per cent Out-of-competition (random) and 36.4 per cent In-competition/Out-of-competition (targeted).
<b>UK Anti-Doping carries out case management in an effective manner</b>	
1.5 100% of cases are processed from notice of charge to reasoned decision in accordance with the applicable rules	Fully met. See Annex three for details of Anti-Doping Rule Violations.
<b>UK Anti-Doping has an effective Education Programme</b>	
2.1 UK Anti-Doping improves the anti-doping education strategies of the 12 National Governing Bodies of Sport (NGBs) it has identified as being of high priority, and provides all other NGBs with access to anti-doping education and information resources.	Fully met. NGB engagement and education development is now aligned to the UK Anti-Doping Education Strategy.
2.2 100% of new athletes in the UK National Registered Testing Pool are given the opportunity for whereabouts induction training before they are included in the pool	Fully met. 52 athletes were added to the NRTP in year, all were offered whereabouts induction training.

<b>UK Anti-Doping's Intelligence Management function enhances its ability to carry out its role as a NADO</b>	
3.1 UK Anti-Doping establishes benchmarking information for intelligence	Fully met. A Strategic Assessment has been completed.
3.2 A peer review assessment is conducted on UK Anti-Doping's intelligence management activities which can inform performance measures in future years	Partially met. Evaluations of the intelligence system have been completed throughout the year, both informally with various key partners and formally through the Internal Audit system. A further evaluation of the system will take place in May 2011 to identify any additional functionality requirements.
<b>UK Anti-Doping contributes to world-wide harmonisation and influences international anti-doping policy and practices</b>	
4.1 UK Anti-Doping develops a strategy for influencing international partners in order to support harmonisation and enhance less developed anti-doping programmes, and which can inform performance measures in future years.	Fully met. UK Anti-Doping has developed its International Influencing Strategy in consultation with DCMS and relevant actions included in 2011/12 Business Plan.
<b>UK Anti-Doping supports LOCOG's anti-doping programme</b>	
5.1 UK Anti-Doping establishes a formal contract with LOCOG (using the existing Memorandum of Understanding as a basis) and delivers all contractual obligations to a high standard	Partially met. Negotiations with LOCOG regarding the contract and more specifically the roles and responsibilities of both organisations are ongoing. It is anticipated that the contract will be signed by the end of May 2011.
<b>UK Anti-Doping makes efficient use of public money</b>	
6.1 Operating Costs represent less than 9% of spend	Fully met. Operating costs for 2010/11 amounted to 8.8 per cent of spend.