



## Minutes of the UK Sport Board Meeting held on 26th April 2007 at UK Sport

### Present

**Chair** Sue Campbell

**Attendees:** Nick Bitel  
Julia Bracewell  
Philip Carling  
Chris Holmes  
Rod Carr  
Eric Saunders  
Nigel Walker

<b>UK Sport Staff</b>	John Steele	Chief Executive
	Liz Nicholl	Director of Elite Sport
	Neil Shearer	Director, Corporate Services
	John Scott	International Director/Director Drug Free Sport
	Tim Hollingsworth	Director of Policy & Communications

<b>In attendance</b>	Will Calvert	Head of Finance (Item 7)
	Matt Crawcour	Head of Communications (Items 8-12)
	Simon Le Fevre	Head of Operations (Items 8-12)
	Peter Keen	Head of Performance (Items 8-12)
	Ben Calveley	International Policy Consultant (Item 10)

<b>Board Secretary</b>	Aimee Wells	UK Sport
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### 1. Introduction and Apologies for Absence **Action**

The Chair welcomed members to the meeting and gave apologies on behalf of Derek Mapp and Louise Martin.

### 2. Declaration of Interest

Members were reminded of the need to declare their interest in any transactions requiring a decision and to remove themselves from such decision making.

No conflicts of interest were declared.

### 3. Approval of Minutes

The minutes of the last meeting were signed off as an accurate record.

#### 4. Matters Arising

- Members requested an update on Wheelchair Basketball under Item 11.3. Tim Hollingsworth advised that as the body has historically been run separately and is WADA code compliant, it will sit alongside, and not within, the British Basketball Federation and the temporary company British Performance Basketball Ltd.
- Members noted that a recent IOC decision had seen Austrian skiers who had committed doping violations at the Turin Games, not only banned from competing but also banned from attending the Games in any capacity (for the duration of the ban). Members queried how this affected recent Board discussion regarding funding sanctions and were advised that this would not affect the policy as it was only for the duration of the sanction.
- John Scott advised that UK Sport had recently hosted the WADA Legal Symposium which had looked at moving to more investigatory work surrounding anti-doping following the Balco scandal. DCMS has made progress in this area and UK Sport has been asked to join DCMS at a meeting of the Advisory Council on the Misuse of Drugs next week. Guidance on the effectiveness of current laws, information sharing and the possibilities of new legislation will be raised.
- Members queried the recent advertisement for a Chair's position within SDRP and were advised that UK Sport were aware and had supported the decision to advertise as part of the review process. Jane Swan had advised on the recruitment process and the successful applicant, Gerard Elias QC, had been announced.

#### 5. Executive Team Report

John Steele and the Directors Team took Members through the report and highlighted the following:

- The provision of existing EIS services and VAT – JSt reported that UK Sport had taken advice on VAT and had been advised that some of the new and additional services commissioned with the additional 2012 funding would be VATable. This would have no material impact on 2006-9 budgets as it had already been provided for, but NGBs will have to account for the liability in the management of their accounts.
- Sponsorship – The Flying Start programme comes to an end in May and discussions with Virgin show they are keen to extend the programme. However LOCOG anticipate signing an airline partner within the next 6 months and therefore do not want to sanction a longer extension at present. UK Sport is currently negotiating a rolling extension until another more long term arrangement is in place.
- A meeting between UK Sport and BAE is due to take place on 27<sup>th</sup> April to discuss providing potential in-kind support to the Research & Innovation department. Members advised that UKS needs to be aware of possible media issues surrounding this relationship and UKS will update on progress at the next meeting.
- £100m – Chair and Tim Hollingsworth accompanied DCMS Officials to a meeting with Paul Deighton and Chris Townsend of LOCOG to discuss the issue of the outstanding £100million. At the meeting it was recognised that GB success at the Games was a high priority for LOCOG and therefore they were willing to discuss ways in which they could help to raise the sum required. By the same token, DCMS and UKS recognise the requirement for LOCOG to keep the commercial and sponsorship marketplace as clear as possible for them to raise their required private investment. It was clear from

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the discussion that it was not appropriate for DCMS and UK Sport actively to pursue sponsorship opportunities until after the Beijing Games. The Chair reassured members that UK Sport continues to play a proactive and productive role in the process without being made responsible for the money or its raising, the responsibility for which remains with DCMS.

- John Steele congratulated Tim Hollingsworth and the Communications team on the success and media coverage of the Sporting Giants programme.
- Liz Nicholl updated Members on the '2012-One Year On' media briefing session scheduled for 8<sup>th</sup> May. Richard Caborn will be in attendance and the session will be used to update the governing bodies and media on the new Monitoring and Evaluation system (Mission 2012) and the Elite Training Centres. The BPA Chief Executive has been invited to attend the briefing but a separate date will be announced for the Paralympic Sports briefing. Members felt that in the future, Paralympic dates should be announced alongside the Olympic dates. Chair noted the request and it was agreed that the date will be announced at the briefing on May 8<sup>th</sup>.
- Liz Nicholl updated members on the emerging new strategy for TASS. The strategy, shared with DCMS, will see the £5m earmarked for TASS split into two areas. £2m will be retained by UKS to integrate into the performance pathway funding and £3m will be distributed by Sportsaid to TASS scholars. HCSCs questioned whether the scheme could extend to a UK wide basis. It was noted that the £2m embedded into the UK pathways would in effect be UK wide. The remaining £3m was likely to be England only (DCMS to clarify for UKS Funding Agreement) but the TASS team had estimated the additional cost should there be additional investment available for the scheme to operate in the other home countries. Chair advised that the new strategy was due to be implemented from 1<sup>st</sup> April 2008. SportsAid and UKS are due to present the strategy to the SoS in May. If agreed the funding would be routed through UK Sport and SportAid would have to present a business plan to apply for the funding which would be subject to a funding agreement similar to that in place for NGBs.
- John Scott reported that the new WADA International Standard for Whereabouts will be based on the system developed by UKS representing a major vindication for our approach to this sensitive issue.
- John Scott also advised that DfID has offered a sum of £2m towards the International Inspiration 2012 programme enabling the pilot phase to progress.

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## **6. Board Events Calendar**

Members noted paper UKS 13 2007

## **7. Finance**

### **7.1 Financial Report**

Members noted paper UKS 14 2007 and received a presentation from Will Calvert on Year End Management Accounts.

Will Calvert left the meeting.

## 7.2 Audit Committee Minutes February 2007 & Revised Terms of Reference

Chris Holmes introduced paper UKS 15 2007.

CH advised that a UKS Director will now present at each meeting the risks associated with their directorate and the Auditors will assist with any issues that arise. This will be formally added to the risk register and brought to the next meeting. A meeting was requested between John Steele and CH to discuss this change.

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Members discussed how UKS and the Audit Committee can monitor Board appointments within EIS under their status as a wholly owned subsidiary and the possible risks this may pose. Chair advised that UKS will consider the possibility of an operational agreement between UKS and EIS and will report back to the Board.

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**Members noted paper UKS 16 2007 and supported the extension to the role of the Audit Committee and approved the revised terms of reference.**

## 8. Performance

### 8.1 Monitoring & Evaluation of Sport

Matt Crawcour, Peter Keen and Simon Le Fevre joined the meeting.

- Liz Nicholl & Peter Keen presented to the Board on Mission 2012, the proposed new Monitoring & Evaluation System to be put in place to track progress towards 2012; to manage the risks by identifying where the main effort must be; to demonstrate collective responsibility and to meet public accountability requirements.
- Mission outcomes targeted are 2012 success and a legacy of a transformed and sustainable performance system
- The Mission tracking would be displayed on a large visual display to have an emotional and visual impact and to convey a sense of gravity and urgency
- An expert panel would be established to review recommendations relating to athletes, pathway and system development and governance and leadership.
- A traffic light system would be applied and decisions will be based on evidence and expert opinion

Following the presentation Members discussed the proposals and raised points on title (removing use of the term 'control'); size of the panel and membership; support for a parallel Paralympic process; the fact that the main issue will be identified alongside each amber or red traffic light; any red light overall would be escalated for Board consideration; the need to align panel meeting dates with Board meetings; the fact that the Mission tracking outcomes agreed by Panel will be published on a quarterly basis; that significant success will be identified in a distinctive additional colour; and that any urgent actions will be progressed by officers just as they are now.

**The Board agreed the principles of 'Mission 2012', the Monitoring & Evaluation system, with the above points noted. A copy of the final presentation and accompanying release will be circulated by email to Members.**

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## 8.2 Elite Training Centres

Peter Keen presented to Members on the proposals for Elite Training Centres around the UK as the next step in the development of the high performance system. This emerged from the work underway with the EIS Board and Senior Management to clarify what it is and what it is not. Its key role is centred on providing World Class SS/SM strand leadership and knowledge, CPD and R&D. From an athlete's perspective an ETC would provide:

1. Recognition/affirmation of status – a target
2. Elite-oriented training facilities
3. Coaching
4. Life Support - food, shelter, sleep, recovery
5. Education + personal development
6. Integrated Scientific and medical support
7. Camaraderie/identity/social acceptance

For coaches it would be all the above and a place to work, a point of reference. For sports it would be all the above plus a place for development, R+D and a place of shelter.

The ETCs would be centres where partners, including the EIS and other Home Country Institutes, all work cooperatively with the shared aim of supporting athletes to succeed on the World and Olympic/Paralympic stage. Their cooperative approach would be set out in a formal agreement to eliminate the potential for duplication and conflict. Criteria for ETCs will be developed for consideration at a future meeting.

It was noted that the presentation had been shared with the Minister for Sport who supported the proposals.

### **After discussion Members:**

- 1. Endorsed this positioning of the EIS going forward to 2012**
- 2. Supported the concept of formally recognising specific locations of focussed performance investment and activity as Elite Training centres**
- 3. Approving the development of an activation plan to invite tenders for the status of a UKS Elite Training Centre**

The next steps would be the drafting of criteria, discussions with the wider partnership to explain the concept and the preparation of a project plan for implementation which will clearly set out timescales. It was anticipated that the only additional resource that would need to be found within existing budgets, would be the cost of project support and facilitation.

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## 8.3 2012 Olympic Update

LN introduced paper UKS 17 2007.

Members received a spreadsheet summary of 2006/7 performances against targets for Summer Olympic sports and details of 2007/8 targets. The total medals achieved exceeded the sum of the individual sport medal targets and the targets set within the Funding Agreement between UKS and DCMS. LN also highlighted the addition of the note, as requested by Board, showing those medals achieved by athletes who are ineligible for the Olympic Games so that those medals are not used as an indicator of Olympic potential.

A discussion paper on targets will be prepared for the next meeting.

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Members discussed KPI 5, pathway progression, and what might be an acceptable athlete conversion percentage. LN advised that this had been discussed with DCMS and as there is no baseline information to confirm this percentage, the KPI will be changed to indicate that this will be benchmarked over the next few years. In the funding model for 2012 the assumption was that 1 in 6 athletes would pass through to the podium programme.

A number of changes to the Funding Agreement targets for 2007/08 were recently discussed with DCMS, Details of the proposed changes will be submitted to the June Board meeting for approval, with the subsequent revision of the UK Sport Business Plan presented in July.

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## 8.4 NGB Remuneration Survey

Members noted paper UKS 18 2007 which was a copy of the letter sent to sports regarding the NGB Benchmarking Survey. As the survey results are still in draft format this had been circulated to Members for information. LN informed Members of the areas that the survey had highlighted:

- The results of the survey had been split into 4 sub-groups based on the NGBs turnover. Salaries for Performance roles were similar across three of the four sub-groups (so not turnover dependent) but much higher in the group containing the bigger sports (e.g. cricket, rugby, tennis etc).
- Only 6 sports had linked pay to performance so the survey had shown more rigour was needed in this area.
- A number of sports felt they are unable to be competitive in terms of salaries in the marketplace but the funding model included higher average salaries, so it was perhaps a question of whether their resources are being utilised effectively.

LN advised that a summary would be produced for Members. Detailed individual sport findings would be shared at 1:1 meetings. No sport specific figures would be available in the public domain. Members suggested that the information also be shared with the UKS Remuneration Group and Chair advised the information would be passed on to them.

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## 8.5 Framework SCUk Coaching Document

LN introduced paper UKS 19 2007

ScUK CEO, Pat Duffy, had been working on the strategic Coaching Framework for some time. The process had been extensively consultative and Home Countries and NGBs were fully engaged. The work was also discussed at the Sports Cabinet meeting earlier in the year. In recent months, work had also progressed on supporting information relating to coaching investment requirements. Members were asked to formally endorse the Framework.

It was agreed that there was widespread support for the initiative. It was noted that although sportscotland had endorsed the principle, it could not consider endorsement of the framework until after the elections when it would be discussed with Ministers.

Members acknowledged the very good work of SportsCoachUK, and debated issues around leverage, resources, and the UKCC demands placed on part-time or volunteer coaches.

**Following the discussion, the Board formally endorsed the UK**

**Coaching Framework and instructed officers to continue to work closely with scUK to discuss any resource implications as they arise.**

## **8.6 Weightlifting**

LN tabled paper UKS 20 2007. The paper detailed the current concerns and short term actions being taken by the Performance Directorate. These were acknowledged and agreed by Members.

A management audit was now being arranged and recommendations, based on findings would be presented to the UKS Board on 20<sup>th</sup> June.

Matt Crawcour, Peter Keen & Simon Le Fevre left the meeting.

## **9. Drug Free Sport**

### **9.1 National Tribunal Service (NTS)**

John Scott introduced paper UKS 21 2007.

John Scott reminded members of the history of consideration of this issue and the working party's ToFR. Members were informed that the working party had unanimously recommended the establishment of a National Tribunal Service to be funded by UKS.

Members queried whether the NTS should be a mandatory part of funding agreements. JSc advised that the Working Group had debated this issue, and agreed that use of the service should remain voluntary for the remaining term of the current agreements. The Working Group felt that the majority of sports would wish to use the service and that its quality would attract those with minor reservations. The Working Group felt that buy-in by the major sports would make smaller NGBs want to use the new service making mandatory use unnecessary. This issue could be reviewed once the NTS was established.

**The Board approved the case and budget for a National Tribunal System as outlined in the paper, and formally thanked the panel members for their input into the Working Group.**

## **10. Major Events**

### **10.1 Major Events Panel Minutes & Recommendations**

Members noted paper UKS 22 2007

John Scott advised there had been further developments regarding the 2011 Trampoline, Tumbling and Double-Mini Trampoline World Championships since the Major Events Panel had submitted their recommendations to the Board. Since the meeting, the organising committee has managed to secure an additional £100,000 underwrite from Birmingham City Council and a £20,000 underwrite from British Gymnastics towards the £180,000 shortfall. Further funding is currently being sought from Advantage West Midlands (AWM). In discussion with the Chairman of the MEP officers are recommending that in order to allow the event to proceed to contract with the IF, that UK Sport ring fence a further £50,000 only to be used should no additional funding be forthcoming from any source.

**The Board agreed the above recommendations under the conditions proposed and also agreed the following:**

## **2011 Trampoline, Tumbling and Double-Mini Trampoline World Championships and Age Group Competitions**

*That UK Sport provide a grant contribution of up to £450,000 towards the staging of the Trampoline, Tumbling and Double-Mini Trampoline World Championships and Age Group Competitions 2011, with the following conditions added to those detailed in Paper 01:*

- 1.1 British Gymnastics make a minimum cash contribution to the event of £10,000.*
- 1.2 £50,000 is to be held as a ring fenced contingency, which can only be drawn down against eligible items of expenditure with prior approval from UK Sport.*
- 1.3 A further £50,000 of the total award will be ring fenced and only released should the additional funding sources being pursued be unsuccessful. If additional funds are secured, UK Sport will have first call on de-committing this ring fenced amount.*

**Members noted the following award made by the International Director under the authority delegated by Board:**

- that UK Sport provide a grant of up to £46,000 towards the staging of the FINA 10K Marathon Swimming World Cup and LEN European Swimming Cup 2007, at the Albert Dock, London.*

## **10.2 International Influence Strategy**

Ben Calveley joined the meeting and introduced paper UKS 23 2007. BC explained the purpose of the paper was to transform UK Sport's International Influence Strategy to ensure it is aligned with UK Sports strategic goals. Through implementation of the revised strategy it would also encourage sports to develop their own strategies to ensure they have an integrated approach to international influence.

**Following discussion, Members agreed to endorse the proposals contained within the paper and the implementation of the revised IIS.**

Ben Calveley left the meeting.

## **11. Policy**

### **11.1 Equality Policy**

Tim Hollingsworth introduced paper UKS 24 2007.

**The Board considered and approved the UK Sport Equality Policy 2007-2009 and the Chair nominated herself as the Board Member to champion and be responsible for equality within UK Sport.**

### **11.2 Revised Lottery Policy Directions**

**Members noted paper UKS 25 2007 and endorsed the revised UK Sport Lottery Policy Directions to apply for the period 2009 to 2019.**



## **12. AOB**

Members congratulated British Cycling on their recent success at the World Championships.

The Chair discussed with Members the time allocated for Board Meetings as the final agenda items seemed rushed. Members agreed to hold future meetings from 10am-2pm with a working lunch incorporated.

As there were no further items raised for discussion, the meeting closed at 2.30pm

## **13. Date of Next Meeting**

Wednesday 20<sup>th</sup> June 2007, 1000-1400, UK Sport