



# Minutes of the UK Sport Board Meeting held on 4<sup>th</sup> October 2007 at Holywell Park, Loughborough

## Present

**Chair** Sue Campbell

## Attendees:

Nick Bitel  
Julia Bracewell  
Philip Carling  
Chris Holmes  
Eric Saunders  
Nigel Walker  
Derek Mapp  
Rod Carr  
Louise Martin

## UK Sport Staff

John Steele	Chief Executive
John Scott	International Director/Director Drug Free Sport
Tim Hollingsworth	Director of Policy & Communications
Liz Nicholl	Director of Elite Sport
David Cole	Head of Corporate Services

## In attendance

Will Calvert	Head of Finance (Items 4 - 7)
Alex Newton	Performance Manager (Item 9)
Peter Smith	Policy Manager (Item 11.3)
Scott Drawer	Research & Innovation Consultant (Item 11.2)

## Board Secretary

Aimee Wells	UK Sport
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## 1. Introduction and Apologies for Absence

**Action**

The Chair welcomed members to the meeting.

## 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.

Nigel Walker advised that he had been approached to be a host broadcaster for the WRU which related to one of the recommendations from the Major Events Panel (Item 12.1).

David Cole advised that he would not be present for discussion on Item 8.1

as part of the re-structure involved his post.

Sue Campbell declared a conflict with Item 7.2. As Chair of the Youth Sport Trust, SC advised she would be absent from any discussion regarding awarding of the grants.

Rod Carr advised that in his capacity as Chair of the RYA he has an ongoing relationship with BAE Systems (Item 11.2).

### **3. Approval of Minutes**

The minutes of 31<sup>st</sup> July 2007 were signed off as an accurate record.

### **4. Matters Arising**

Will Calvert joined the meeting.

Item 9.2 - Members queried whether the NGBs and the BOA were aware of the Board's decision regarding Holding Camp Funding. Officers advised that UKS wrote outlining the discussion following the meeting and a similar letter had also been sent to the Olympic Governing Bodies.

Item 5 - Members asked for an update regarding supplying publicly available information to the BOA Anti-Doping Commission, as discussed at the last meeting. John Steele advised that UKS staff have the information readily available but nothing had so far been supplied.

In response to the action under 11.1, Derek Mapp confirmed that the 'Relay Race' brochure produced for the Party Conferences would be sent out to Members with a copy of the meeting's minutes.

UKS

Item 11.2 - Tim Hollingsworth tabled the final version of the paper "The Impact of London 2012 & Its Legacy". He explained that it had not been previously circulated due to the addition of M2012 information. Members were advised that the intention is to publish the paper, most likely in an abridged format, and therefore any further comments would be welcome.

Item 4 - Members queried whether clarification had been received in writing as yet regarding the EU tender requirements. Will Calvert advised that legal opinion had been sought and would be circulated to Members as an addendum to the minutes.

UKS

Item 10.1 - John Scott advised Members that UKS had received some information regarding data protection from WADA and the Council of Europe but felt this was inadequate. Legal opinion was being sought from UK Sport lawyers. Members to be updated at the next meeting.

UKS

### **5. Executive Team Report**

John Steele tabled the Executive Team Report.

Tim Hollingsworth highlighted to Members that UKS had received the Foundation Level of the Equality Standard Strategy and were commended for putting forward the best submission to date. Members and Officers thanked Charlotte Edward for her work on this.

## **6. Board Events Calendar**

Members noted paper UKS 50 2007. Dates for 2008 Board Meetings were requested and Members were advised that due to the need to align Board meetings with Mission 2012 Panel Meetings, finalisation of the dates had been slightly delayed. Members to receive dates w/c 8<sup>th</sup> October 2007.

UKS

## **7. Finance**

### **7.1 Finance Report**

Will Calvert presented the financial report, as outlined in paper UKS 51 2007. Managing 2007-8 income & expenditure remains on track but relies on obtaining Budgeted end-year-flexibility resource. Key risks to the financial projection to 2012 are Lottery sales shortfall and the need for private sponsorship income.

### **7.2 International Inspiration 2012**

John Scott introduced paper UKS 52 2007 which described the scope of the planned programme to deliver the 'Singapore Manifesto' and outlined the financial plan to 2013. The total programme value is £50m, of which £8m income has so far been committed. The programme will be totally self-financing to avoid risk to delivery of existing UK Sport objectives

Sue Campbell left the meeting as per Item 2, with Nick Bitel chairing the discussion.

Of the £2.2m planned income and expenditure in 2007-8, £1.2m of income has already been committed and will be received in December. Work is in progress to assure the further £1.0 m of income.

*The Board approved the 2007-08 expenditure including the four grants detailed below, subject to conditions stated:*

*Youth Sports Trust - £82,667*

*British Council - £279,325*

*Palau National Olympic Committee - £37,550*

*UNICEF - £950,000 (conditional on additional funds received).*

Sue Campbell re-joined the meeting.

It is hoped that the launch of the programme will take place on 12<sup>th</sup> December following approval of the programme name by LOCOG. Board passed on praise to the International Directorate for the positive impact of the programme, especially in India.

Will Calvert left the meeting.

## **8. Corporate**

### **8.1 Recruitment/Organisational Structure**

John Steele gave Members a presentation outlining the background to some additional recruitment and proposed restructuring of the Corporate Services department. JS outlined the current risks surrounding capacity in some areas of the business which have also been highlighted by the NAO, PWC and Audit Committee.

Members were very supportive of the proposals as they addressed the key functions at the heart of the organisation. They highlighted the need for the Commercial Partnerships and Legal appointments in particular, given the higher external profile the organisation will have in this area over the coming years. Members also felt fixed term contracts may be more appropriate for some of the new posts, due to uncertainty of funding post-London.

Members asked officers to consider whether risk management and audit would better sit within the Finance function post restructure.

Members accepted the proposals.

## **9. Performance**

### **9.1 Summer Sports Performance against Targets**

Alex Newton joined the meeting and took Members through paper UKS 53 2007 which summarised the current performance of sports against targets.

Exceptional performances were highlighted in the following Olympic Sports; Canoeing, Mountain Biking, Rowing, Sailing, Taekwondo, Men's & Women's Basketball and Judo.

A particular mention was given to the Men's & Women's Basketball team who have both been promoted to the European A League. The major driver for this change has been the temporary creation of British Performance Basketball Ltd and planning is now underway to manage the transition back to a suitably constituted British Governing Body. Derek Mapp requested that UKS Officers work with Sport England following the publication of the Mallin Review to ensure a smooth handover.

UKS

AN advised Members that the big reduction in medals targeted in Paralympic Sports, was mainly due to both Swimming and Athletics not holding major championships this year. However Cycling, Equestrian, Fencing, Rowing and Shooting were highlighted for notable performances, with events in Archery, Blind Football and Table Tennis to come later in the year.

Overall, based on targets, the Olympic Sports achieved 41 medals when 30 were targeted and Paralympic sports 46, when 42 were targeted.

Members noted the results and asked for thanks to be sent to the Performance Team for their work with the sports and the detailed report on progress. Members requested a similar spreadsheet on Winter Sports and Officers noted the request.

UKS

### **9.2 M2012 Update**

Liz Nicholl took Members through Paper UKS 54 2007 which gave a status report on the development of the Mission 2012 concept.

The main areas of recent activity that were highlighted included Panel Induction and four Mission 2012 Consultation Workshops – three for NGBs and one for key stakeholders - during which the concept and the process was explained and discussed. Concerns raised by NGBs focussed on two main areas; frequency of reporting and media coverage of traffic light ratings and how accessible the information that underpins the reports will be to the media. LN advised Members that an internal Communications meeting was due to take place shortly to work through media issues. It

was agreed that following this internal meeting, a note to Members would be circulated regarding the principles behind future media coverage, taking into account operational confidentiality.

UKS

NGBs have been supplied with a M2102 fact sheet and will receive a follow up to the consultation input. It was noted that Quarter one reviews will be a self-reflection by NGBs of their pathway programme and they can arrive at their assessments through their own review process, or by using UK Sport's Profiling Tool. NGBs have also been offered support with facilitating their reviews and to date 13 of the 16 available sessions have been booked. These will be carried out by Peter Keen and Jonathan Males (a contracted facilitator). The NGB Quarter one self assessments will provide a sport specific perspective on their programme status, issues and challenges. From Quarter two, prior to being forwarded for Panel consideration, the NGB self assessments will be constructively challenged by UK Sport on the basis of objective evidence and information from other sources such as the athlete survey.

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Members requested copies of the profiling tool as well as the Mission 2012 fact sheet.

LN thanked Members and colleagues for their support for M2012.

### **9.3 ETC Update**

Members noted the update provided in Paper 55 2007.

Liz Nicholl advised Members that the project is still very much in the consultation phase. A two page vision paper had been produced and circulated. The opportunity had been taken to consult Governing Body representatives attending the M2012 sessions and the feedback was positive.

Roger Moreland is currently mapping out potential stakeholders and pilot discussions will be held with Loughborough and Bath (used by a significant number of pathway athletes as their primary training base). Plans will be put in place for further development of the criteria and UKS facilitation of local stakeholder discussions.

Members discussed the ETC concept and felt that a much fuller debate was needed on issues such as expectation of funding, branding and criteria. There was also a need to consider how significant the implications might be for National Sports Centres. It was agreed that it would be helpful to have early, high level strategic discussions on the concept with Home Country Sports Councils

Officers agreed to bring a more detailed paper to a future meeting.

UKS

### **9.4 Bobsleigh Update**

Liz Nicholl took Members through Paper UKS 56 2007 and recapped on the issues surrounding the sport. Bobsleigh's grant had been suspended as part of the decision reached at the February 2007 Board Meeting following the outcomes of an initial Management Audit, which determined that no assurance could be given that awards had been used for the purpose intended, due to loss of financial records. At that stage BBA had already received £70,000 of their £90,000 annual grant for 2006/7. Members had agreed to review the position of Bobsleigh at the October 2007 Board Meeting to allow the sport time to reach a limited assurance level.

Both the Chair and LN had met with the President of the BBA, Lord

Glentorran, who is driving the recovery of the sport. Although there have been encouraging signs of progress, LN advised that further information had been received the previous day with some outline recommendations from a more detailed Management Audit. The audit had revealed that a limited assurance outcome was dependent on resources being available for BBA to continue as a going concern and UKS and TASS funding was critical in this respect. It was acknowledged that while there would be some risk to UK Sport investment, the risk was not high if the BBA is able to continue with its recovery process. Officers recommended that UKS un-suspend funding with the caveat that progress against management audit recommendations is monitored on a monthly basis.

Members agreed to re-instate the programme funding.

Alex Newton left the meeting.

## **10. Drug Free Sport**

### **10.1 Revisions to the World Anti-Doping Code (WADC)**

John Scott introduced paper UKS 57 2007 which highlighted the issues raised by UK Sport regarding consultation on revisions to the WADC.

JS advised that UK Sport had consulted widely with all stakeholders and contributed extensively to every stage of the WADC consultation process. The final version of WADC will be released in advance of the World Conference on Doping in Madrid in November 2007. Any outstanding issues will have to be tabled by the Minister for Sport at the conference.

Members noted that the Minister for Sport was only allowed a three minute slot to speak at the conference and JS, as a representative of a NADO, will have the opportunity to table one question on the 1<sup>st</sup> day of the conference.

Members noted the matters raised.

### **10.2 Update on National Anti-Doping Panel**

John Scott introduced Paper UKS 58 2007.

The paper updated Members on the outcomes of the process undertaken to select the successful tenderer for the supply of tribunal administration services in support of the National Anti-Doping Panel.

JS advised that the process had been very thorough with five submissions being considered by the assessment panel chaired by Chris Holmes, of which two went through to the final round. SDRP were the stand out candidate with a tender that exceeded the minimum requirements. Legal opinion was sought by the panel and the meeting was fully minuted to ensure transparency

*Following the update, Members endorsed the decision of the panel to award the contract to SDRP.*

The next step will be for the contracts to be signed by both organisations.

Chair thanked Julia Bracewell and Chris Holmes for their support on the panel.

## 10.3 Review of the UK National Anti-Doping Panel

John Scott introduced paper UKS 59 2007 and explained the background to the paper. The paper requested that Members agree that the UK Sport Anti-Doping Policy be reviewed and formally updated, as per the recommendations of the Deloitte audit in March 2007.

Members endorsed the recommendation that *"such a review and revision take place by March 2008, once the revised WAD Code and International Standards have been approved and implications of their implementation fully understood. The changes to the Policy may not be substantive however, a revised Policy will be put to the UK Sport Board for discussion and approval at the March 2008 Board Meeting. At such time direction will be sought as to whether the changes to the Policy are such as to warrant wider consultation with our key stakeholders"*.

## 11. Policy & Communications

### 11.1 Investment: Sanctions Paper

Peter Smith joined the meeting and took Members through Paper UKS 60 2007. The paper followed the endorsement from the Board in July 2007 on the principles behind the policy and a period of Home Country Consultation.

The Home Countries had given strong support at the conclusion of the consultation period to the policy proposals. The Home Country Chairs wanted to see this policy considered by their respective Boards as soon as possible and PS advised that, if endorsed, it would be circulated to Chief Officers. The Chairs' intention was to adapt the policy to handle Home Country Governing Bodies in breach of, in particular, Anti-Doping Rules. A key aspect would be the development of process guidance to underpin the policy. (The timing is particularly relevant to Sport England, who are currently undertaking a process to update their Funding Agreements with NGBs.)

UKS

It was agreed to amend paragraph 17 to refer to a "recognised" appeal process. Home Country decisions on consequences would be for the respective Home Country Board to make, after consultation with UK Sport as the policy indicates, given the technical expertise on anti-doping that resides within UK Sport. Appeals against consequences imposed as a result of a breach of Anti-Doping Rules would be handled by the central recognised independent appeals process. It would be for each Home Country to decide whether to refer other appeals to the same process.

***Members endorsed the Policy and were invited to comment on the appendices.***

Members asked for clarity on some of the consequence statements, which remained in draft :

Since the previous version, UK Sport officers had concluded that, in certain circumstances, the appropriate consequence for a breach of the Anti-Doping Rules may fall to other Directorates to consider, and that an anti-doping consequence for an anti-doping breach may be counter productive. Further consideration was being given to the appropriate nature and level of consequences.

It was considered that a consequence of "up to one month" withdrawal of funding would not give the Board sufficient flexibility. It was commented that for some NGBs withdrawal or suspension of 1/12<sup>th</sup> of funding could be

critical.

The UNESCO convention against doping in sport stated that, where appropriate, Parties should "withhold some or all financial or other sport-related support from any sports organization .... not in compliance with the Code or applicable anti-doping rules adopted pursuant to the Code".

It was asked how this policy would apply to "All-Ireland" sports, and UK sport agreed this would be addressed.

UKS

Chair advised Members that all comments on the policy were very much appreciated and invited further written comments to be directed to Peter Smith, who would keep Members updated as the consequence Appendices evolved. The work on consequences was associated with contract and procedural work, and an update would be submitted to the December Board.

UKS

Peter Smith left the meeting

## **11.2 Proposed Technology Partnership with BAE Systems**

Scott Drawer joined the meeting

Tim Hollingsworth introduced Scott Drawer and paper UKS 61 2007. SD gave a history of the UKS Technology Research & Innovation programme and the positive impact it is having on our medal prospects. He outlined an ongoing informal relationship with BAE Systems that UKS began 18 months ago. The paper outlined proposals to formalise the partnership.

Members discussed the terms outlined in the paper and were advised that the partnership has political support from DCMS. Members queried the 'in-kind' aspect of the partnership and TH advised that contractually the PR opportunities would be beneficial to BAE and this is what is driving the partnership from their perspective.

As part of the discussion, and in reference to the earlier debate around ETCs, Members noted that UK Sport should move to develop a more formal 'Brand Strategy' than currently exists, scoping the potential usage and benefits to third parties in the future. TH agreed to take this work forward in due course.

Members discussed the reputational risk of the project due to recent media coverage surrounding BAE, but agreed that, while real, the risk was not significant enough to outweigh the benefits that the sports would gain. Part of the contractual agreement is a review period and UKS will re-consider the partnership should further media issues arise.

There was discussion over who would own the Intellectual Property Rights from a commercial viewpoint and SD advised that all the IPRs would be BAE's but as UKS is using their knowledge to solve problems this should not affect sports directly. It was also confirmed for Members that the partnership was non-exclusive.

Nick Bitel advised that due to moral reasons he did not agree with the partnership.

*The Board endorsed the proposed Technology Partnership with BAE Systems.*

Scott Drawer left the meeting.



## 12. International and Major Events

### 12.1 Major Events Panel Minutes & Recommendations

John Scott introduced the recommendations from the Major Events Panel, held on 4<sup>th</sup> September 2007.

As the first item for discussion was the award to the IRB World Junior Championships, Nigel Walker left the meeting as per Item 2.

John Scott advised that following the requirements of the ME Panel, confirmation had been received from the Chairman of the WRU that they were prepared to guarantee the budget submitted to UKS and cover any shortfall.

Philip Carling confirmed that the Sports Council Wales was not willing to contribute towards the staging of the event due to mishandling of the process by WRU staff. The ME Panel had recommended that a sport development plan was required as part of the business plan and that this should be approved by the SCW. However, Philip Carling advised members that the SCW was not prepared to engage with the WRU on this issue because of a breakdown of trust and confidence. Members therefore agreed that Officers hold a high level meeting with the WRU and if necessary the SCW and the Welsh Assembly before the next Major Events Panel (6<sup>th</sup> November) to ensure all funding conditions are met. As Chair of the ME Panel Nick Bitel will attend.

UKS

Subject to a satisfactory meeting and the funding conditions of the award being accepted by the WRU the Board agreed the following award:

#### 2008 IRB World Junior Championships

*Members recommended that UK Sport provide a grant contribution of up to £400,000 towards the staging of the IRB World Junior Championships 2008, with the following conditions added:*

- 1.1 UK Sport's award should not exceed 15% of expenditure.*
- 1.2 Written confirmation is to be received of funding contributions from Welsh Assembly (£400k), Sports Council for Wales (£56k) and Local Authorities (£136k) by 30 September 2007. If funding is not received, written confirmation is required that WRU will underwrite the financial contributions from these partners. In the case of the Local Authorities it was noted that WRU should guarantee the net impact of their funding as there may be costs associated with servicing their involvement. Officers would specify a timescale in which WRU should provide confirmation on this issue.*
- 1.3 The sports development programme for the event is to be approved by Officers, by 31 October 2007.*
- 1.4 An external event manager is to be appointed, to provide additional resource to the management and delivery of the event. The costs for this post are to be found from within the existing budget, with the selection of the person and their position within the management structure to be approved by UK Sport Officers.*
- 1.5 £268,000 of the award will be ring fenced and held as the event contingency, which can only be released with prior approval of Officers.*

Nigel Walker re-joined the meeting.

Members asked that in future the location of all events be included in the recommendations.

UKS

Members agreed the following recommendations:

### **2008 European Senior Boxing Championships**

*That UK Sport award £45,000 of contingency funding from the Olympic Qualification Tournament to the Senior European Boxing Championships 2008, in addition to the grant of up to £156,038 previously awarded. This contingency funding is to be ringfenced and only released with Officer approval. The remainder of the Olympic Qualification grant is to be de-committed.*

### **Wheelchair Rugby World Championships 2010**

*That UK Sport provide a grant contribution of up to £488,000 towards the staging of the Wheelchair Rugby World Championships 2010 with the following conditions added:*

*1.6 £115,000 of the award will be a ringfenced contingency, which can only be released with prior approval from officers. A further £25,000 will be ringfenced and held as a contingency to support TV production costs for the event.*

*1.7 A further £100,000 will be ringfenced as an underwriting contingency, which can only be released with prior approval from Officers against unsecured commercial income and/or cost overruns as stated in UK Sport's underwriting policy.*

### **World Badminton Championships 2011**

*That UK Sport provide a grant contribution of up to £500,000 towards the staging of the World Badminton Championships 2011, with the following condition added:*

*1.8 £50,000 of the award will be ringfenced as a contingency which can only be drawn down with prior approval of UK Sport.*

### **European Junior Taekwondo Championships 2009**

*That UK Sport provide a grant contribution of up to £227,000 towards the staging of the European Junior Taekwondo Championships 2011, with the following conditions added:*

- o The sports development programme for the event is to be approved by Officers.*
- o £50,000 of the award will be ringfenced as a contingency which can only be drawn down with prior approval of UK Sport.*
- o A further £20,000 will be ringfenced as a contingency against WTF/ETU requirements, which can only be drawn down with prior approval of UK Sport officers.*

### **Laser, Laser Radial, Laser Radial Youth and Laser Masters World Championships 2010**

*That UK Sport provide a grant contribution of up to £283,000 towards the staging of the Laser, Laser Radial, Laser Radial Youth and Laser Masters World Championships 2010, with the following conditions added:*

*1.12 Written confirmation is to be received that the slipway at*

*Largs is to be redeveloped prior to the staging of the Laser Radial and Laser Radial YouthWorld Championships 2010.*

*1.13 The costs to the event budget of staging the Laser Masters are to be calculated. If the requirement for UK Sport funding is significantly less without the inclusion in the programme of the Laser Masters, the application is to be bought back to the Major Events Panel for reconsideration of the funding level.*

*1.14 £48,000 of the award is to be ringfenced and held as a contingency, which can only be released with prior approval of officers.*

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

- *That UK Sport provide a grant of up to £80,000 towards the staging of the CP-ISRA CP Football World Championships 2011 at the Olympic Hockey Centre, London.*
- *That UK Sport provide a grant of up to £54,000 towards the staging of the European Water Ski Championships 2010, at Thorpe.*

**Members noted the following awards made by the Chief Executive and under the authority delegated by Board:**

- *That UK Sport provide a grant of up to £115,000 towards the staging of the FINA Diving World Series 2007, at Ponds Forge, Sheffield.*
- *That UK Sport provide a grant of up to £185,000 towards the staging of the Beach Volleyball U21 World Championships 2008, at the Yellowwave Centre, Brighton.*

## **13. AOB**

The Chair tabled a letter received on the 12<sup>th</sup> September 2007 from Lord Moynihan setting out proposed initiatives to improve communications between UK Sport and the BOA. The Chair asked Members for a discussion on the proposals set out in the letter.

One of the offers contained in the letter was for the UKS Chair to attend the BOA National Executive Committee and for the Chair of the BOA to attend UK Sport Board meetings. Members determined unanimously that there was no requirement to change the fundamental working practices of the two organisations by introducing attendance at the UK Sport Board meeting and the BOA NOC meeting. Members were clear that they did not consider the two forums to be at all equivalent in terms of their membership, scope and decision making. It was also felt that Rod Carr already provided a link through his membership of the BOA's National Olympic Committee.

Members also discussed and agreed the following be proposed in the Chairs response:

- That UKS and the BOA held working meetings between the two organisation's Chairs, CEOs and Senior Officers twice yearly, with a view to extending that to quarterly.
- That UKS continue to reinforce the invitation for the BOA to attend the Coordinating Group of Chief Officers meeting that is held three weeks prior to UKS Board Meetings.

- That UKS propose a joint BOA/BPA/UKS Annual Meeting of respective Boards to consider more strategic issues and share views
- That the working relationship be formalised in an agreed Joint Memorandum of Understanding

The Chair thanked Members for the discussion and advised they would be kept updated on any correspondence.

Derek Mapp asked Members if they had received notification of the new Bingolotto scheme being promoted by CCPR. The purpose of the scheme is to bring money into community sport by promoting a game of chance through sports bodies. DM advised that Sport England's response regarding support of the scheme would only be positive if CCPR could supply evidence on the impact to the national lottery.

TH advised that UK Sport had expressed similar concerns to CCPR about the scheme, and remained concerned about its potential impact on National Lottery sales. Like Sport England, UK Sport has asked for more evidence on this before committing any support.

As there was no further business, the meeting closed at 1250

#### **14. Date of Next Meeting**

**Wednesday 5<sup>th</sup> December, 1000-1400**