



Minutes of the UK Sport Board Meeting held on 13th February 2007 at UK Sport

Present

Chair Sue Campbell

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

UK Sport Staff John Steele Chief Executive
Liz Nicholl Director, Performance
Neil Shearer Director, Corporate Services

In attendance Will Calvert Finance Manager (Item 7)
Debbie Lye Head of Worldwide Impact (Item 5)
Matt Crawcour Head of Communications (Item 5)
Amanda Bennett Head of Policy (Items 5 & 11)
Alex Newton Performance Manager (Item 8)
Jane Swan Project Officer (Item 8)
Kevin Haynes Logistics Manager (Item 9)
Jerry Bingham Research & Policy Manager (Item 11)
Peter Smith Policy Manager (Item 11)

Board Secretary Aimee Wells UK Sport

1. Introduction and Apologies for Absence

Action

The Chair welcomed members to the meeting and gave apologies on behalf of John Scott and Tim Hollingsworth of UK Sport.

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

Members asked for correction of typographical errors on Item 9.1, 1st paragraph and Item 11.3, 1st paragraph.

The minutes were then signed off as an accurate record.

4. Matters Arising

Members asked for an update regarding the action point from item 11.2. Chris Holmes advised that the next Audit Committee meeting is scheduled for 21st February and the outcomes will be reported at the next Board meeting.

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Members also queried whether feedback had been received from the Performance Directors regarding the LOI Stakeholders Survey. Liz Nicholl advised that the Performance Directors involved in the PD Forum were satisfied that they had been consulted.

As previously agreed under Item 7.1, members queried whether LN would be providing a high level summary on progress towards 2012. It was noted that the regular 2012 updates to Board would aim to provide this.

5. Executive Team Report

Debbie Lye, Matt Crawcour & Amanda Bennett joined the meeting.

International

- John Steele introduced Debbie Lye who gave an update on UK Sport being formally recognised as the lead organisation responsible for delivering the Singapore Manifesto as detailed in the report. Members enquired how the project was being marketed and DL advised that no announcement has yet been made but UKS is currently speaking to LOCOG regarding seconding an employee to concentrate on branding/merchandising. There were questions over how the success of the manifesto would be measured and DL outlined the five high level outcomes that the project will be measured against. Elias Musangeya, former Director of the Sports Council in Zimbabwe, has joined IRME on a temporary basis and will be working alongside DL designing an outcomes measurement model.

Performance

- Liz Nicholl then went on to highlight the UK Sport Pilot Induction Briefing which will take place in Loughborough next week targeting new recruits to the high performance system.
- Progress was also being made on a benchmarking survey of remuneration levels in NGB performance posts. A report would be ready at the end of February and would be shared with the Board. It was noted that this would provide valuable information and circulation of the report would need to be carefully managed via CEOs in the first instance.
- Following on from the discussion at the September Board meeting regarding the UK Sport CPD Programme, LN advised she had taken members views into account regarding the possibility of employing an in-house HR specialist to help governing bodies cope with the current accelerated level of recruitment. In the first instance 2 individuals from Personnel Dynamics (with a combined experience of

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over 40 years in the HR business supporting blue chip and not for profit companies) had been taken on for up to 12 months to deal with immediate support needs. They were working closely with the PPC team to ensure skill and knowledge transfer and were focusing on performance management and recruitment. Within the year the need for a permanent appointment will be reviewed.

- LN drew attention to the item referring to the SCUUK award. The £850k award for the two years 2007/9 has been confirmed but the 2008/9 element may need to be reconsidered in the context of the new Framework for Coaching.
- John Steele highlighted the meetings that have taken place between UKS and Ed Warner since his appointment as the new Chair of UKA. Ed Warner has been invited to attend the UKS Sport Induction Pilot to help him understand the environment and sporting landscape.

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Members then received a viewing of the new promotional DVD relating to UK Sport's strategic priorities. Communications to circulate copies to Members.

Debbie Lye, Matt Crawcour, Amanda Bennett left the meeting.

6. Board Events Calendar

Members noted paper UKS 01 2007.

Nick Bitel reminded Members that there are a number of UK Sport funded events coming up and invitations will be circulated shortly.

7. Finance

7.1 Financial Report

Members noted paper UKS 02 2007.

7.2 UK Sport Budget for 2007/2008 & Business Plan Update

Members received a tabled report from Will Calvert on the 2007/2008 budget.

The revised Business Plan financial projection was noted and how income & expenditure are balanced over the Beijing Olympiad. Risks to funding for the London Olympiad were discussed.

The 2007-8 Budget was approved by the Board.

8. Performance

8.1 2012 Update

Jane Swan and Alex Newton joined the meeting.

LN took members through paper UKS 03 2007.

While not all sports had met their targets in 2006, their cumulative results exceeded UK Sport's Funding Agreement targets. The summary spreadsheet was being updated and would be circulated to Board members following the meeting. The PPCs are now confirming targets

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for 2007 with the sports. A review of the Beijing targets will then be undertaken in early 2008.

Good progress is generally being made against the funding triggers with five sports having moved up a category. Since the paper was circulated, Hockey have met their stage 1 trigger and moved to category 1.

The three category 4 sports were discussed:

- **Boxing:** The ABAE has now reached agreement that they will take on responsibility for delivering the GB programme on behalf of the British body. A target date of the end of March has been agreed for the service level agreement between the BABA and ABAE to be signed to formalise the arrangement. A Performance Management Group is now being established with an independent chair and performance experts, one of whom will be Clive Woodward.
- **Shooting:** Good progress is being made but there are still some performance governance issues to resolve relating to its federal structure.
- **Basketball:** A update was provided within a later item.

Advance notice was given of plans to present proposals at the April Board meeting on a new Monitoring & Evaluation System to drive change in governing bodies within clear time frames. The plan is that the system will be very transparent and based on a visible traffic light system addressing three areas - performance, pathway/programme development and governance. Current thinking is that stakeholders should be engaged within an advisory group. It was agreed that quality time needed to be set aside at the April meeting to consider the proposals.

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LN advised that the team felt it important to get an agreed new system right for Olympic sports before rolling it out to Paralympic sports but members asked, and it was agreed, that a parallel system be considered as some Paralympics sports needed urgent intervention. Rod Carr agreed to provide input to the proposals as they are developing.

8.2 TASS & EIS Targets for Funding Agreement

LN advised that paper UKS 04 2007 provided an update for Members on progress with developing TASS and EIS KPIs for inclusion in UK Sport's Funding Agreement.

The TASS/EIS targets circulated were discussed with DCMS at the monthly meeting in January. DCMS asked for more information regarding the underpinning KPIs prior to taking proposals to the Minister for sign-off.

Members pointed out that in Point 3 of Appendix 1, the stated 10% figure of TASS scholars transferring onto the WCP on an annual basis seemed quite low. This figure had been recommended by the TASS team and was based on their experience to date. With the proviso that this target might need review for 2008/9 when 07/08 data is available, the paper was accepted

Members queried where UKS is on TASS becoming UK-wide and LN advised that this would be clearer by the next meeting when the TASS strategy from 2008 will be an agenda item.

8.3 NGB Governance: Bobsleigh / Basketball

Bobsleigh (BBA)

As BBA is in breach of conditions within the UKS Funding Agreement a paper was presented to the Board setting out the background, a number of points to be considered and decisions that needed to be taken by the Board.

The Board noted that whilst the new Chair of BBA had instigated appropriate action to address weaknesses, UK Sport had to take into account the track record of governance practices when considering the security of its investment. The fundamental concern was that no assurance could be provided on the adequacy of the BBAs governance arrangements.

After careful consideration it was agreed that:

- **As BBA is in breach of conditions of award and UK Sport's financial directions only permit funding to organisations deemed fit for purpose, the World Class Pathway award is suspended until such times as the management audit process confirms that 'limited assurance' has been reached and there is evidence of BBA moving towards 'reasonable assurance'.**
- **Athlete Personal Awards will not be suspended in this period.**
- **If limited assurance is not achieved by the end of September 2007, the Board will review the situation at its October meeting.**

Further to this the Board considered the request from BBA that the Bob Skeleton pathway programme funding be channelled through BBA.

Board agreed that it would not consider channelling Bob Skeleton funding through BBA until such times as BBA has achieved a 'reasonable assurance' level. The BBA must also demonstrate its commitment to representing the welfare and interests of the Bob Skeleton athletes and their potential to achieve success at the Olympic Games through an appropriate competition and training programme and thereby:

- **Committing to an open and transparent planned approach to change**
- **Issuing licenses for all skeleton athletes for the remainder of the 06/07 international racing season**
- **Not making additional demands on athletes which put them in conflict with BBSKA (e.g. proposed BBA Athlete Agreement)**
- **Not distracting them from performing optimally through requiring changes to their individual planned programmes that are not supported by the appointed coach.**

It was also noted that TASS funding via a Sportaid agreement is also affected and Sportaid is dealing with this directly.

Basketball

An update paper summarising progress made in establishing the interim

company, British Performance Basketball Ltd, was noted as was the fact that the work to establish such a body is being logged to inform future decisions as it has been resource intensive. Board members were informed that the Mallin Review, led by Sport England, is now likely to be completed in May and will focus predominantly on the English Governing Body. The Review Group is keen to ensure that there is a close link between a newly recognised GB body and English Basketball.

Debbie Lye left the meeting

8.4 SDRP Review

Jane Swan introduced paper UKS 06 2007 outlining the recommendation for additional funding for SDRP to secure the organisation's short to medium term financial viability.

Members were informed that staff changes had presented SDRP with a significant challenge over the past 6 months and were critical to SDRP's future. New staff had made positive steps to regenerate SDRP's reputation, partnerships have been strengthened and financial planning and forecasting of income has been more realistic.

The current review undertaken by Genesis Consulting has been received positively by SDRP and the full report was due to be released this week. The Genesis report shows that there continues to be strong support and a need for a UK-wide independent service and the dispute market is predicted to grow leading up to 2012.

JS agreed with Board members that SDRP does not represent value for money in its current status and the company has been stagnating for the past 4-5 years. However they are starting to turn this around by putting more service level agreements in place with NGBs, becoming stronger in arbitration and mediation and moving into a more preventative area of service education.

Members highlighted some concerns over the purpose the SDRP and the value for money the organisation can achieve as there are likely to be other companies able to offer a similar service at a lower cost.

There was also concern amongst members that the services of SDRP might no longer be needed if the National Tribunal Service (NTS) is established through a different mechanism. SDRP would therefore need to show that they can add more value than the NTS. However, the report from the UK Sport Working group on the NTS is not due until April and a funding decision for SDRP is urgent.

Chair reminded members that at a previous meeting, Board had approved SDRP as the independent body for managing UK Sport appeals so it would not be logical to risk its short to medium term financial viability.

Following discussion Members agreed to approve the £85,000 grant to cover expenses incurred during the staff changes and the increase of £75,000 year one additional funding (07/08). Year two (08/09) funding would then be subject to a report in 12 months time demonstrating progress and value for money.

Jane Swan & Alex Newton left the meeting

9. Drug Free Sport

9.1 Anti Doping Programme Categorisation of Sports

Kevin Haynes joined the meeting.

Members were informed that paper UKS 07 2007 was to formalise the categorisation process of sports and inclusion of a sport/NGB on the testing or anti-doping programme.

Members asked for clarification regarding testing at UK Sport financially supported events for sports that have been removed from the programme e.g. orienteering, as the Major Events Panel include testing programmes as part of their grants. KH advised that these will be dealt with on a case by case and event basis.

Members therefore agreed the following recommendations:

That DFS remove the following sports from the testing programme:

**Tug of War
Karate
Mountaineering
Orienteering
Scottish Games
Ten Pin Bowling
Water-skiing
Motorcycling**

That DFS remove the following sports from the Testing Programme except in a Commonwealth or Olympic year when a testing programme would be run to enable pre Games testing to take place:

**Bowls
Biathlon
Luge
Softball/Baseball***
* For Beijing only. Cease to be Olympic sports after the 2008 Games.

That DFS remove the following sports from the Testing and Anti-Doping Programme as of 2007-2008:

**Dragon Boat racing
Korfball**

Kevin Haynes left the meeting.

10. Major Events

10.1 Panel Minutes and Recommendations

Nick Bitel took members through the recommendations from the Major Events Panel.

- Members were advised that an issue had arisen regarding underwriting of the Paralympic World Cup by Fastrack. Underwriting an event is a standard condition of grant as per the Lottery

Regulations and Fastrack had given their guarantee to underwrite the event as stated in the contract between UK Sport and PWC. However Fastrack has a debt of accrued losses totalling £83,796 to PWC Limited from staging the first two years of the event, and PWC had stated that it would not proceed to the 2007 event without the deficit being cleared by UK Sport or other funders. Fastrack have therefore inserted an extra line item in this year's budget proposing UKS fund the losses made in years 1 & 2. As this would amount to an increase in grant for previous years, NB informed Members that the ME Panel had declined this invitation and the Board supported this decision. NB advised that officers would relay this position to Fastrack.

- The current major events target is on course and NB informed Members that UK Sport has just won the bid for the 2009 European Show Jumping and Dressage Championships to be held at Windsor Great Park. This is the second largest award ever made by UKS and the first time both events will be held together.
- Members also discussed the use of Competition Managers for 2012 and how they could benefit from hosting events prior to Beijing to gain experience. NB advised that a project focusing on this is being run by LOCOG and that recruitment will start this year and the successful applicants will probably start work after the Beijing games. Members queried how the gap between LOCOG and UKS could be bridged regarding development of staff and were advised that a CPD toolkit is currently being implemented by the World Class Events team. All contracts awarded by UK Sport will have a developmental aspect to them to ensure continuing professional development.

Members endorsed the following recommendations:

2008 ICF Flatwater Racing World Cup

- **That UK Sport provide a grant contribution of up to £450,000 towards the staging of the ICF Flatwater Racing World Cup 2008, with the following conditions added to those detailed in Paper 02:**
- **The BCU make a minimum cash contribution to the event of £50,000.**
- **The BCU are to employ an Event Director approved by UK Sport, at a time agreed with UK Sport and on terms agreed by UK Sport and to prepare a revised business plan.**
- **£80,000 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.**

2007 Paralympic World Cup

- **That UK Sport provide a grant contribution of up to £398,000 towards the staging of the Paralympic World Cup 2007, with the following conditions added:**
- **No monies will be released unless and until Fast Track confirm to UK Sport and the BPA in writing that they are making good on their underwriting agreement by writing off their debt of accrued losses totalling £83,796 to PWC Limited.**
- **£60,000 of the award is to be ring-fenced and held as a contingency which will only be released in whole or in part**

with prior written agreement of UK Sport.

2009 Rowing World Cup

- **That UK Sport provide a grant contribution of up to £495,000 towards the staging of the Rowing World Cup 2009, with the following condition added:**
- **Should the ARAs application to South East Tourism be rejected, then the £80,000 surplus generated by the FISA World Rowing Championships 2006 should be used.**

Members noted the following award made by the Chief Executive under the authority delegated by Board:

- **That UK Sport provide a grant of up to £199,114 towards the staging of the FITA World Cup and EMAU Grand Prix 2007, to be held in Dover.**

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 £16,000 towards the staging of the Disability European Track Cycling Championships 2007, should the bid to hold the event in Newport be successful.**

11. Policy

11.1 Funding Sanctions on Athlete Support Personnel

Jerry Bingham, Amanda Bennett & Peter Smith joined the meeting.

Jerry Bingham took members through paper UKS 09 2007.

As previously recommended, following concerns from Board Members at the last meeting, officers had taken further legal advice regarding issues of restraint of trade and proportionality. In order to obtain a fresh perspective on the matter, it had been decided to engage a different law firm to provide this advice.

The advice received from the new legal team endorsed the earlier view that the proposed policy would be capable of withstanding legal challenge. However, this advice was bound by several provisos, one of which called upon UK Sport to consider six specific factors in order to test/satisfy itself as to the reasonableness and proportionality of the proposed sanction. Although remaining supportive of the principle of the proposed policy, given the extent of these conditions and the likely number of individuals affected, Members accepted the conclusion of officers that it would be neither practical nor wise to proceed further down this route.

The Board therefore agreed that plans to implement the proposed policy be suspended.

11.2 Policy Statement on Avoidance of Conflicts of Interest Between the Functions of NADA and the rest of UK Sport

Peter Smith took members through paper UKS 10 2007.

Previous findings from the independent Scrutiny Panel had alerted UK Sport to the absence of a written policy between the NADO and UK Sport to ensure safeguards and integrity. It was imperative that this policy gap be filled leading up to 2012. Members were informed that the policy formalises existing procedures and behaviours, and links to UK Sport values.

Liz Nicholl complimented the implementation of this policy as it had produced very positive results in defining working guidelines. The Performance directorate had been over-cautious in the past with information sharing due to the perception of conflicts with DFS and this policy allowed a more open way of working, while maintaining appropriate confidentiality.

Members endorsed the policy.

11.3 De-recognition of GB Basketball

Peter Smith introduced and took Members through paper UKS 11 2007.

Members queried the position of Wheelchair Basketball as the discipline is not part of the wholly owned subsidiary and were advised that UK Sport will make inquiries regarding this.

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Members agreed to endorse the de-recognition of GB Basketball as the recognised NGB at GB level.

12. Corporate Services

12.1 Review of UK Sport Staffing Requirements

John Steele took Members through paper UKS 12 2007. For the period 2005-2012, UK Sport's turnover more than doubles so the paper outlined the current and additional growth needs over this period.

Members raised concerns that post-Beijing, the Communications Department will need to withstand constant external scrutiny in the run up to 2012. The Chair noted their concerns and this would be kept under review.

The Board endorsed the approach to managing staffing needs and agreed to receive regular updates on staffing in 2007/08 to ensure that any resource concerns raised by the NAO and PWC can be monitored.

13. AOB

There were no items raised for discussion. The meeting closed at 12.55pm.

14. Date of Next Meeting

April 26th 2007, 11-2pm at UK Sport

Derek Mapp sent apologies ahead of the meeting.