

Minutes

Meeting Details

Meeting Name	UK Anti-Doping Board Meeting
Date	21 March 2017
Time	10:00
Location	Fleetbank House
Attendees	Trevor Pearce CBE QPM Chair (TP) John Brewer (JB) Pippa Britton (PBr) Janice Shardlow (JS) Sarah Winckless (SW) Nicole Sapstead (NS) Philip Bunt (PB) Pat Myhill (PM) Emily Robinson (ER) Hitesh Patel (HPa) Harriet Purcell (HP) Julia Hardy (JH) (12:00) Pola Murphy (PMu) (12:12)

Meeting Information

1. Welcome and Apologies

TP welcomed attendees, particularly ER who recently joined the organisation as Director of Communications. He advised JB would arrive after the meeting had started and noted apologies from JT.

2. Declaration of Interests

No declarations of interest were made.

Consent

3. Approval of Minutes and Matters Arising

The minutes were approved. In matters arising SW asked about staff turnover since the December meeting. NS noted there had been one resignation. TP referred to the McLaren Report and its implications for UK Anti-Doping. NS explained the report was reviewed by an internal working group which identified recommendations. Most of the actions have been completed. PM explained that steps have been taken to mitigate any risk of tampering with ADAMS records. NS noted that protection is offered by the system which automatically creates an audit trail.

TP noted that the review of the Substantial Assistance Policy would be tabled on the June meeting agenda. PBr asked about actions taken after the unsuccessful tender bid. PB explained UK Sport was contacted to secure a better quality of tender document. The guide for tender documents has been offered to the World Anti-Doping Agency (WADA). **HPa will ask for feedback from Simon Morton, Chief Operating Officer, UK Sport.** HPa noted that the Code for Sports Governance is a joint initiative owned by UK Sport and Sport England.

4. Review of Terms of Reference

The Board accepted the Audit Committee Terms of Reference. JS requested adherence to the delivery schedule for meeting papers.

The Board agreed to approve the Remuneration and Human Resources Committee Terms of Reference subject to the revision of wording, in 8.1 "Monitor", 8.2 "Advise", 8.3 "Receive" and the correction in clause numbering.

5. Report from Audit Committee

PB announced the appointment of new internal auditors, Mazars. JS informed the Board that when the Tailored Review is completed the Audit Committee will focus on ensuring the Legal budget serves the directorate as it should and that the Intelligence and Investigations budget will reflect staffing costs to provide a more accurate indication of functional costs.

5.1 Strategic Risk Register

There were no fundamental changes to the Strategic Risk Register.

6. 2016/17 Finance and Resources Report

PB explained that figures for February are completed and indicate an estimated underspend in the range of £70,000-£120,000, which represents 2% of the budget. There has been greater uncertainty because of unexpected legal costs, an increase in investigations and increased demand from sports for additional testing.

6.1 2017/18 Budget Framework

PB reminded attendees that next year the Grant in Aid (GiA) amount remains unchanged from last year, the additional £400K was awarded for this year only. An increase in commercial income is expected and this will result in higher testing and results analysis costs. Conversations have been held with Drug Control Centre to push prices down. SW asked about market testing for the 3% price increase. PB will conduct research to increase knowledge of the market for private collection agencies.

PB highlighted the Brexit decision and the subsequent drop in the value of Sterling which has had an impact on the budget to the value of £150,000, for the WADA contribution and equipment purchased overseas. The Board considered contingency funding, the balance of public interest and commercial testing and associated costs and recoverable VAT. PB noted the financial models of other national anti-doping organisations which provide a more flexible approach, for example NADA Germany which was established with substantial working capital.

Alerting the Board to the challenge of managing UKAD's finances without working capital, PB explained why the Treasury cannot allow arm's length bodies (ALB) to borrow, that UKAD has embraced the Department's aim to generate commercial income, and that the restrictions imposed by the lack of year end flexibility remain a hindrance. **The Board approved the Budget.**

7. Consideration of Going Concern Nature of UKAD

The Board agreed that UK Anti-Doping is a Going Concern

8. Compliance with the Corporate Governance Code

The Board agreed that UK Anti-Doping is compliant with the Corporate Governance Code.

9. Compliance with the Code for Sports Governance

PB led the discussion of the Code. HPA explained the Minister is keen that all ALBs comply with the Code, even though some externalities would not apply. DCMS wants ALBs to conduct the audit of their own processes for assessment. PB urged members to declare if they had a disability so that reasonable adjustments could be made. The variance from the Code in relation to the appointment of the chair was acknowledged and members accepted that the standard of the appointment process run by the Public Appointments team from DCMS was appropriately rigorous.

An action plan will increase the Audit Committee remit, to validate answers regarding compliance before it goes to external audit process. PB noted that the Code recommends having an SID or vice chair. **TP explained that a Vice Chair will be appointed.**

Strategic

10. Strategic Plan Update Q2

The Board discussed the eventual move to a paperless doping control process and SW offered the Athlete Committee as a focus group for education about procedural change. SW suggested media engagement to show the positive relationships UKAD has with other agencies. TP explained ER's remit includes engagement with partner organisations. SW asked for more information about the nature of not collected outcomes. JS asked about resource allocation in the Legal team and NS acknowledged the exemplary contribution of Richard Bush in prioritising and addressing the current workload. PBr queried the volume of turnover of the Therapeutic Use Exemption (TUE) Committee members. She was assured this rate was part of a three year process to ensure adherence to good governance principles.

JB expressed concerns about the rise in ADHD diagnosis in adults and the increase in applications for TUEs for drugs related to treatment of the condition. PM assured him that new members with a particularly strong knowledge of psychiatry are being recruited to the TUE Committee, so that applications can be accurately assessed. The board considered how to increase avenues for research and JB outlined current practice amongst universities to focus on short term projects which enable them to submit statistics within an eight year cycle. UKAD could sponsor a project in name without providing funding. JS explained the online research resource offered by the BEF. **It was agreed the Executive team would consider options to encourage avenues of relevant research.** JB suggested involving Nick Wojek, Head of Science and Medicine.

SW praised the work of the Education team in raising awareness of responsibilities of the athlete and support staff. PBr urged clarity about roles for educators and NGB staff. PBr asked for a method of quality assurance for qualified trainers to avoid some confusion about who has permission to deliver UKAD education sessions.

PM announced the Clean Games Policy has been signed by the British Olympic Association, British Paralympic Association and the Commonwealth Games organisations of England, Scotland, Wales and Northern Ireland. It will assist UKAD because agreement is reached in advance about minimum

requirements for education of athletes and support staff for sports participating in major games. The Policy also encourages accurate record keeping.

TP reported he presented a plaque to the University of Bath in recognition of its accreditation status. TP suggested a project to address the compliance and engagement of challenged NGBs. SW noted that some of the highest risk sports are also some of the most poorly funded.

ER offered to provide the Board with a communications strategy at a later meeting. She acknowledged the tension between confidentiality and the huge demand for public comment. She explained that the Tailored Review offered an excellent opportunity for receiving stakeholder feedback which will inform future work. The current website will be reviewed to assess if it is fit for purpose.

11. Strategic Plan 2017-18 and Refreshed Values

NS recognised that public confidence in sport is UK Anti-Doping's first priority, and that the values have been reviewed by staff to reflect working in the current anti-doping landscape. The Board agreed that a one year Interim Strategic Plan should be implemented so that direction suggested by the Tailored Review could be considered in a three year plan from 2018 onwards. **The Board gave NS revisions to update the plan. TP asked for the plan to be published on the UKAD website on 1 April 2017. ER will address use of images by the Communications Directorate.**

JH joined the meeting at noon and gave a presentation on the revised values: integrity, passion, teamwork, excellence. This was well received by the Board.

12. 13. Compliance Review Update

PMu joined the meeting at 12:12 and gave a presentation to outline the compliance project instigated by NS. The project is an opportunity to assess the sports landscape, with the focus on funded sports which must comply with the Anti-Doping Policy and the responsibilities and expectations they must meet to achieve compliance. **The Board will review the outcomes of the project, in conjunction with those of the Tailored Review, and use them to inform decisions about possible changes to the Policy, to assess if greater sanctions for non-compliance will be required, and whether funding for sports should be contingent on compliance with the Policy.**

13. 12. Case Update

NS gave a verbal update about current cases including the Wrongdoing in Cycling investigation. The Board noted the considerable resources required for Intelligence and Investigations cases and the strain on current budgets.

14. Tailored Review Update

NS explained the Review commenced four weeks earlier. HPa indicated the survey preparation was almost complete and all stakeholders would be encouraged to participate. The results will be included in the paper Amy Casterton will present to the Minister.

TP recognised the opportunity the Review offers UKAD to assess its services, capacity and opportunities and to develop its strategy and engagement.

15. Russia Update

PM explained that the December visit for the UKAD Project team to RUSADA was cancelled and a meeting with WADA and RUSADA staff occurred in February in London. The WADA roadmap remains unchanged. UKAD Doping Control trainers will join Finnish trainers to deliver the training and assessment programme over four days to 26 applicants. A compliance review will be held in May, with a view to UKAD involvement

decreasing soon after, and ending in April 2018. TP acknowledged careful messaging will be required to clearly indicate where responsibility lies for any decision to declare RUSADA compliant.

16. AOB

TP acknowledged JS's exceptional service to UKAD, thanking her for two terms as a board member and as Audit Committee Chair. He also passed on his thanks and best wishes to JT on completion of his service to the UKAD Board.

17. Private Session

Date of Next Meeting

20 June 2017