

Minutes

Meeting Details

Meeting Name	UK Anti-Doping Board Meeting 35
Date	20 March 2018
Time	10:00
Location	Blackfriars Room 7th floor, Fleetbank House
Attendees	Trevor Pearce CBE QPM (Chair) (TP) Dr Frances Akor (FA) Pippa Britton (PBr) Dr Claire-Marie Roberts (C-MR) Nicole Sapstead (NS) Philip Bunt (PB) Matthew Johnson (MJ) Pat Myhill (PM) Vince Weaver (VW), DCMS Observer Charlie Bosomworth (CB), Items 16/20 Alicia Lauckner (AL), Item 19 Pat Hartley (PH), Item 19 Stuart Holden (SH)

Meeting Information

1. Welcome

TP welcomed all attendees, noting apologies received from Nicholas Griffin QC and Emily Robinson. The Board also acknowledged and supported the absence of Prof Nicola Phillips and Sarah Winckless MBE who were unable to attend due to their respective Chef de Mission responsibilities ahead of the Commonwealth Games.

2. Declaration of Interests

None.

3. Approval of Minutes and Matters Arising

The Board approved the Minutes of the last Meeting in December 2017.

4. Report from Athlete Commission

The Report was noted. NS commented that with new membership there is a general sense of reinvigoration. It was noted regarding how we handle reporting of wrongdoing and that we are considering our approach regarding CrimeStoppers and what further action we should take with this information. It was recommended that a standalone piece of engagement work be undertaken so that it is more widely appreciated that it is often normal to not hear back further directly from UKAD in such circumstances. In terms of our influencing of individual sports (in creating a duty to report doping), it was noted that this would be discussed further under Item 19.

5. Report from Audit & Risk Committee

The Report was noted. **PB was asked to schedule internal evaluations of all UKAD Committees, commencing with a Board evaluation.**

6. CEO Update

NS presented her quarterly Report, the contents of which were noted by the Board. The Board received a verbal update on a recent high-profile case, and also on the recent publication of the DCMS Select Committee Report into Doping in Sport. There was discussion of potential problems relating to a supplier for part of the UKAD testing regime and mitigation steps that are being considered if necessary. The outcome of a WADA investigation into this matter was awaited and UKAD would work in concert with other NADOs. NS noted that she would keep Board Members apprised of developments. NS commented that staff turnover in 2018 had reduced from levels seen in 2017. She noted that it had now been intimated to staff that there was a planned expansion of staffing levels in order to implement the recommendations of the Tailored Review, and some planned changes to roles and responsibilities.

It was noted that the mentoring work with RUSADA was continuing, notwithstanding unrelated geopolitical developments.

NS noted the ongoing planned stakeholder engagement.

TP requested a **future update from the CEO on WADA 'big data' analytics.**

7. Proposal for increase in testing programme

PM presented this Item, noting the three options contained therein for discussion. The Board was in agreement that a strong deterrence message should filter down into amateur sports. It was re-iterated that our categorisation of Tier 1 to 3 sports should continue on an annual basis and be intelligence-led, risk-based and science-focussed. The Board also concluded that ring-fencing of funds could be explored, including matched-funding through appropriate mechanisms (see also Item 17). Ring-fencing would enable us to verify our assumptions with regards to our sport categorisation and associated risk.

8. Proposed organisation structure

The Board considered a presentation which set out the organisational design criteria and proposals, which have been designed to better enable the delivery of the 2018-2022 Strategic Plan and recommendations arising from the Tailored Review, Criminalisation Review and DCMS Select Committee report into Doping in Sport.

9. Code Consultation

MJ noted that we are feeding into WADA's 2021 Code review process by collating internal and external UK stakeholders' views on proposed changes to the Code. Points of interest referenced by MJ included a present lack of clarity regarding no fault/no significant fault particularly in light of recent panel decisions. Due to there being a number of case law 'firsts' we are hopeful that UKAD can influence WADA's decisions.

10. Tailored Review update and implementation

NS and PB gave an update to the Board on the proposed implementation of the recommendations. In collaboration with DCMS we are developing an overarching plan, sorting through a master list of activities and prioritising accordingly, with costing attached where relevant to each work stream. It is considered that this activity will of necessity be carried out over several years. Ongoing programme meetings with DCMS are scheduled for 2018, with **quarterly reporting to DCMS, the Board and QMR agreed.**

11. Board visibility

TP commented that the dates for forthcoming Doping Download sessions would be circulated to the Board and attendance encouraged so as to demonstrate our commitment to engaging with staff. NS noted that arrangements had been made for some randomly selected staff to join the Board for lunch following the conclusion of the meeting. This practice would be repeated after future Board meetings. **Arrangements would be made for Board members to receive our weekly digest, Comms Chronicle, by email as it provides useful background information.**

12. Problem Profile

One of the UKAD team of Intelligence Analysts joined the meeting to explain our processes, analytical steps and the intelligence cycle for how conclusions and recommendations are arrived at. Board members confirmed their satisfaction with our profiling techniques.

13. Strategic Plan & Proposed KPIs

NS presented the UKAD Strategic Plan 2018–2022 to the Board for approval. She noted that this had been compiled by the Directors Team with input from staff and previous feedback from the Board. DCMS had provided comments too and the document had been updated following the publication of the Tailored Review. NS commented that, subject to approval today, UKAD planned to launch our new four-

year strategy with an event for invited stakeholders in mid-April – with Tracey Crouch in attendance. **TP commented that the Board would now like to consider how to best manage the KPIs attached to this plan.** The Board approved the Strategic Plan and the plans for launching it in April.

14. Budget (including Finance & Resources Report)

PB presented the draft budget for 2018/19 which had been considered by the Audit and Risk Committee, pointing out the salient features. He highlighted the expected income and expenditure as well as an outline of the proposed use of the additional Grant-in-Aid funding. After careful consideration the Board approved the budget and thanked the Finance team for the clarity of the information provided.

15. Consideration of going concern

PB outlined the background to this matter and after due consideration the Board concluded that UK Anti-Doping is a Going Concern.

16. BBC documentary proposal

UKAD Head of Communications Charlie Bosomworth was welcomed to the meeting and invited to give further details to the Board on a proposal received by UKAD for a project suggested by the BBC. This would be for a one-off 30 minute documentary jointly produced by UKAD and the BBC. Filming on- and off-site was discussed and it was suggested that this would take place over the course of six months and then be edited down to a single featurette. It was accepted by the Board that there would be scrutiny of our work and some degree of reputational risk involved, with TP stating his belief that UKAD was mature and robust enough to agree to this concept. The Board approved this concept and particular content suggestions were made by the group which would be followed up by CB.

17. Additional commercial income generation

PB presented this Item and discussed proposals for leveraging or otherwise sourcing potential revenue streams that UKAD has not previously considered. Suggestions in the paper presented included ethical sponsorship relationships with National Governing Bodies, matched-funded testing programmes, and neutral partnership arrangements with suitable organisations. Comments received from the Board included noting that publishing a framework regarding such activity would remove the potential for subjectivity or contention or additional risk. All present agreed on the need to ensure that the protection of UKAD's reputation should be prioritised over income generation or our public profile, as a rule. The Board agreed this proposal subject to the noted caveats above, and **noted that the first proposed type should be approved directly by Board Members.**

18. Compliance with corporate governance code

PB outlined the background to this matter and after due consideration the Board concluded that UK Anti-Doping is compliant with the Corporate Governance Code.

19. Assurance Framework

Project Manager Alicia Lauckner and Pat Hartley were welcomed to the meeting to present the latest iteration of the proposed Assurance Framework document which is envisaged will form the cornerstone of our model of engagement and governance arrangements with UK sports. This meets several of the requirements noted in the Tailored Review. We have already had direct engagement in the production of this Framework from one Home Country Sports Council and further engagement with NGBs in this process is planned. AL commented that it is our belief that sports will recognise the benefits of this Framework and will support the long-term implementation of wider assurance alongside us. TP was pleased to note that UKAD would be the first NADO to commission such a framework for sports and **NS stated that the Board would be updated on the progress of this journey at a forthcoming Board Meeting where timings would be attached to these plans.**

20. Stakeholder Engagement Plan

CB presented the plan with updated details regarding how we intend to best approach our short, medium, and long-term ambitions for comprehensive engagement with our partner agencies and peer bodies. He noted that updating such plans now was timely as we move towards a wider client relationship management tool. The Board was broadly supportive and **CB agreed to update Board members with the fullest schedule available which gives finer detail about the new requirements of staff and the regional engagement tasks expected of members.**

21. Future Agenda Items

- Disruption techniques
- Role of the Board in reviewing performance
- National Anti-Doping Policy
- World Anti-Doping Code changes

22. AOB

NS updated the group that the Investigator appointed by UKAD on recommendation of the Cabinet Office at the start of 2018 has advised that he is near reaching his preliminary views.

It was noted that a Board Effectiveness Paper was previously approved outside of this meeting.

Date of Next Meeting

19 June 2018