

## **Governance and management**

*UK Ultimate Ltd* was established on 6<sup>th</sup> June 2008 under Articles of Association which set out the way in which it is governed and managed.

The Directors who served during the financial year are set out below:

Barry O'Kane (Vice-Chairman), Benji Heywood (Director of Competitions), Edd Carmichael (University Co-ordinator), Georgie Winborn (Without portfolio), Graham Mynott (Chairman), Kev Lowe (Director of Junior Ultimate), Si Hill (CEO), Tom Howard (Without portfolio), Wayne Davey (Treasurer).

*UK Ultimate* employed four staff during the year to undertake the day to day activities of running the organisation. Their titles and contractual hours of work are set out below:

- Si Hill - CEO/Administrator - full-time
- Liam Kelly - Coaching and Development Manager - four days/week
- Nathan Fowler - London Development Officer - two days/week
- Ruth Flight - GB Junior Programme Manager - average one day/week

## **Objectives and activities**

The principal activity of the company is that of being the national governing body (NGB) for the sport of Ultimate in the United Kingdom.

Directors and employees continued to work to the priorities previously set out for the period 2009-2012. During 2012 we will be consulting with members and setting out high level plans for the period 2013-2016.

## **Achievements and performance**

The Directors would like to highlight the following achievements during the year:

- Our ongoing engagement with the Youth Sport Trust for the Matalan Sporting Promise will support an increase in the amount of Ultimate being played in secondary schools.
- Internationally we continue to have some notable successes; across 14 GB teams and the clubs that attended European Ultimate Championship Finals (EUCF), we won gold and bronze at the World Beach Championships, four European gold medals, four European silver medals, one European bronze medal and three Spirit of the Game (SOTG) awards
- The organisation started to take a more direct involvement with the GB Ultimate programme; in 2011, this took the form of employing a part-time staff member working with GB Juniors, and an unexpectedly large project to bring all the GB-related finances within UK Ultimate's formal accounts.
- We have improved the rate of delivery of Level 1 coaching courses.
- We started process of trying to form agreements with Wham-O Europe (Frisbee) and Discraft, and are confident of finalising both during 2012.
- Plans to differentiate club Nationals from other events continue to make good progress but we are yet to succeed at attracting non-playing spectators.

## **Financial review**

The company accounts for 2011 were not finalised at the time of writing this report. Once completed, they will be available from the website [www.ukultimate.com](http://www.ukultimate.com).

Nonetheless, the Directors are able to highlight the following:

- Turnover (excluding GB-Ultimate activities) was just under £120k: another increase on the previous year (£97k) –again driven by continued growth in membership and event incomes in particular.

- GB-Ultimate activities involve a turnover of similar scale; with 14 teams competing in 2011, the turnover across the GB teams (excluding travel) was approximately £130k.
- An error in estimating the cost of the GB Juniors trip to the European Youth Ultimate Championships (EYUC) in Poland led to a temporary shortfall in the GB Juniors account of approximately £6k.
- We also saw unplanned legal costs exceeding £8k in 2011; we expect lower legal costs in 2012; the personal injury case against UK Ultimate Ltd is still ongoing.
- Reserves are consequently down, at approximately £15k.

## Progress in 2011

Based on the *UKU* Priorities work done by the board during 2008/9 we continue to view *UKU* activities as being broken into the following areas of focus:

### 1. Player growth

- Actively support player and membership growth; our next big membership milestone is 5,000 members – but that is not within sight over the coming year.
  - *Membership exceeded 3,000 during 2011, so achieving 3,500 members by the end of Sept 2012 is doable.*
  - *We have no data on the number of non-UKU members that play Ultimate; for the time being we have no plans to address this question.*
- Continue to increase engagement with schools, introduce a fully-working schools affiliation programme, and target 200 schools to be registered on website.
  - *We do not yet have a good model for working with schools that are new to Ultimate – but in 2012 we are launching a Schools National Championships series, and will use this competition to drive communication with and interest within schools across the UK.*
  - *For 2011 the bulk of our available effort in this area was spent on a Matalan-sponsored Youth Sports Trust project called “Matalan Sporting Promise”; the pilot phase had some issues but the project now has a new model, and appears to be gaining momentum.*
  - *During 2011 we were approached by Wham-O Europe Frisbee and we started working on a scheme to provide low-cost Frisbees to schools and provide an additional small income to UK Ultimate – “frisbee@school” will be rolled out in March 2012.*

### 2. Localised competitions

- Introduce UK-Regional Championships (for the outdoor open division) with a view to ensuring they are repeated in 2011 and beyond.
  - *Regional competitions ran again in 2011 with mixed levels of success; we will finalise and advertise the events earlier this year.*
- Ensure continued success of the London Summer League and London Winter League as one model for *UKU* involvement in local competition.
  - *London Leagues continue to operate effectively; the London Development Officer has been able to run additional events in and around London and delivered various coaching and taster sessions.*
- Work with newer summer leagues to help them become permanently established.
  - *There are small summer leagues happening around the UK. There is not enough work being done to share experience and successes.*
  - *We continue to monitor the opportunity to employ additional regional development staff in other parts of the UK, but this is not yet financially viable outside of the London area.*
- *The UKU Schools Championships Series will encourage local schools to play Ultimate against each other.*

### 3. Coaching

- Increase the rate of delivering existing courses.

- Level 1 to average one session per month; *we are close to achieving this rate now.*
- Leader Awards to average two sessions per week; *Central Government changes to school sport provision has disrupted our progress on teacher-education, while the Matalan Sporting Promise was also affected and didn't really spark an increase in courses during 2011; MSP in particular is now gaining momentum and we are seeing levels of interest in Leader Awards pick up again; however, we do not expect to reach the target of two workshops per week during 2012.*
- Level 2 Coaching Award.
  - *Progress has been depressingly slow, but as of late February 2012, we are reviewing final versions of course materials, and have committed to workshop dates in October 2012-February 2013.*

#### 4. Support Elite level players

- 2011 saw a significant investment in time on the fourteen GB squads that competed at EUC, EYUC and WCBU.
  - *Ruth Flight started in her part-time role as GB Junior Programme Manager, as a new step to help reduce the risks associated with the training sessions and the trip to the annual international event; the EUC teams are working more closely together on common activities with some success and some teething problems.*
  - *Our aim is to create a genuine Elite Athlete Development Pathway that supports players' progress from GB Juniors, through the U23 set-up, and on into the Senior squads, over time this will be increasingly connected with the Coaching Scheme and technical skills development work.*
  - *The Directors took the decision to formally sign-up UKU to UK Anti-Doping; this provides our athletes with access to support and education from UKAD which is potentially helpful to GB athletes that are subject to anti-doping testing at WFDF events.*
  - *GB Ultimate has grown significantly, and the Directors took the view that, since the NGB has a formal responsibility for the national teams, the finances of those teams could no longer sit outside UK Ultimate's accounts; the process of bringing those finances within UKU accounts has been a significant investment in staff time during 2011, because, as noted above, it is not unusual for GB squads to have an annual combined turnover exceeding £100k.*
- Continue to work with the EUCS committee to ensure that the Competition structure is appropriate for UK teams.
  - *Jon Brooks joined the EUCF committee as Mixed Coordinator and is trying to push for the inclusion of a mixed division every year at EUCF.*
- Bring international competition to UK Tour events.
  - *London Calling was less successful at attracting international teams in 2011, but the international entrants in the Open division for 2012 will make for a great spectacle.*
  - *The Women's division was successful in attracting international teams in 2011, but has been less so for 2012, despite direct invitations to several top teams.*
  - *We still struggle to attract European teams to Mixed Tour.*
- Si Hill was elected as Ultimate Chair and board member of WFDF at the end of 2011 for a two-year term; this enables UKU to play a role in the development of international competition in particular.

#### 5. Leadership in Spirit of the Game

- A SOTG Group has been created to provide initial recommendations on ideas for promoting and supporting SOTG as the number of players continues to grow and the sources of those players becomes more varied.
  - *The group was rejuvenated following an earlier attempt, and is now meeting regularly and working through an initial set of tasks.*
  - *GB won SOTG in the Mixed Masters and Grandmasters divisions of WCBU 2011, while Clapham won SOTG at EUCF 2011.*

## 6. Supporting volunteers, tournament organisers, participants and coaches, to operate legally and to a safe standard

- Appropriate and fully-functioning insurance provision for:
  - Coaches, event organisers through the sanctioning of tournaments by the UKU, and for club committees.
    - *The Coach Registration scheme is in place and we continue to remind coaches of the need to sign-up.*
    - *UKU continues to sanction a small but growing number of events.*
    - *Club affiliation has been delayed but we expect to start the scheme in April 2012.*
- Ensure processes and policies are in place, up to date, appropriate, effective and available to appropriate groups (board, coaches, members, etc), covering the following areas:
  - Health and safety, insurance, employment, and safeguarding, and minimum standards, “how-to” guides and checklists for tournament organisers
    - *UKU policies and structures are relatively well set up in these respects, but there is always opportunity for improvement; the communication of standards and reporting of incidents from tournament directors is improving.*
    - *A “Safeguarding for Ultimate Clubs” pack has been available on the website since mid-2010.*
- The formation of broader Medical Team, supporting UKU events, and GB squads.
  - *Georgie Winborn took on the task of growing a medical support team of volunteers that has become a key piece of the GB programme after a very successful 2011; although 2012 will be more difficult to organise as we compete with the Olympics for physiotherapist availability*
  - *The approach also sees some of those individuals working at UKU events, so as to become more familiar with both the sport and the players.*

## 7. Sustainable organisation

- UKU Annual Reports to be produced and published
  - *Annual reports are now being produced and published; although not required by our Articles of Association, an AGM took place May 2011 and again in March 2012, to aid engagement with the membership, the expectation is that the AGM will take place annually in March in future.*
- Application to Sport England for recognition of UKU.
  - *This has remained on hold, but we are planning to progress this during 2012.*
- Grant applications
  - *We received a grant of £5k to support our involvement with the Matalan Sporting Promise.*
  - *Supported grant applications are being made by a small but growing number of clubs and projects around the UK.*
  - *This remains an area where we could do more.*
- Document the organisation’s structure (i.e. the committees and groups with responsibilities for certain aspects of our organisation).
  - Ensure each group appropriately documents its plans, goals, and retention and succession plans.
    - *When re-starting the SOTG committee, there was a conscious effort to set up very clear Terms of Reference for the group; we are now beginning the task of creating similar statements for our existing sub-committees.*
  - Introduce face-to-face meetings for, at the least, the UKU Board, Competition Committee, University Committee and London Ultimate Committee
    - *An annual board face-to-face meeting is now well-established.*
    - *We are working on tentative plans for a members’ conference in October or November 2012 and an end-of-year celebration dinner, and will bring together as many committees as possible for face-to-face meetings over that weekend.*