

 *Your complimentary use period has ended. Thank you for using PDF Complete.*

[Click Here to upgrade to Unlimited Pages and Expanded Features](#)



## Minutes of the UK Sport Board Meeting held on 28th June 2011 at UK Sport

### Present

**Chair** Sue Campbell

**Attendees:** Jonathan Vickers  
Philip Kimberley  
Richard Lewis  
Dominic Walsh  
Mark Hanson  
Chris Holmes By phone

**UK Sport Staff** Liz Nicholl Chief Executive Officer  
Tim Hollingsworth Chief Operating Officer  
Peter Keen Director of Performance  
David Cole Director Corporate Development  
Chris Walker Director Finance

**Board Secretary** Jackie Freeman UK Sport

### 1. Introduction and Apologies for Absence **Action**

The Chair welcomed Members to the meeting and introduced new Board Member, Mark Hanson, who had recently been appointed to the Board.

Apologies were received from Louise Martin, Rod Carr and Laura McAllister.

### 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 declarations were received.

### 3. Approval of Minutes

Members agreed the minutes of 26<sup>th</sup> May 2011 were an accurate record.

there were no matters arising.

## 5. Executive Team Report

Liz Nicholl introduced the Executive Team Report and the following items were raised:

- The recruitment for two new Directors is under way and it was hoped that at least one appointment would be made before the next Board meeting.
- An update on the Athlete Medical Scheme would be covered under item 7.1 of the Agenda.
- DC reported that sportscoach UK had come back to UK Sport with a revised business case for additional funding. This is now being considered by the Board's sub-committee and their decision will be reported back to Board in due course.
- TH confirmed that the UK had been awarded the European Athletics Team Championships 2013. With regard to the bid for the World Rowing Championships 2015, France had been nominated to the FISA Council as the preferred host and UK Sport are awaiting more detailed feedback. Bidding for the 2017 World Athletics Championships was uncertain due to the potential judicial review over the stadium. However, Board would be updated at its September meeting.
- TH reported on meetings UKS have been holding with NGBs to discuss opportunities for commercial partnerships. It is anticipated these meetings will be followed up with a full discussion around the Commercial Strategy at September Board.

UKS

UKS

### 6.1 Performance Update

Members had received copy of the Mission 2012 traffic light overview for Olympic and Paralympic sports.

There were no significant performance results to report as no milestone events have taken place since the last Board meeting.

PK introduced paper UKS 31 that had previously been circulated which gave an overview of the 2010/11 season for winter sports.

PK reported that a review of winter sport performances has taken place and the outcome is that there is no change in the assessment of the performance status of non-funded winter sports and hence no recommendation for exceptional funding. However, following a full Mission review of the Paralympic Alpine World Class programme, it became apparent that the performance profile of Paralympic Alpine has moved forward and UKS were seeking to award an additional 2 to 3 development athlete places. After discussion, **Board agreed to the CEO having delegated authority to allocate up to 3 additional development athlete awards based on a review of relevant performance information and agreed that any new awards to Paralympic Alpine Skiing be backdated to April 1<sup>st</sup> 2011.**

## olic Targets for London 2012

2 for information which set out the current Olympic and Paralympic targets for 2012. The targets for 2012 will be presented to the March 2012 Board meeting. They will also be shared with the BOA and BPA before being released to the media on a date to be agreed in the Spring of 2012. Members discussed the paper and noted the communication challenges around interpretation of the high level goal of a position in the medal table and the target ranges. Whilst this was always a risk, LN reassured members that it would be mitigated through clear and consistent communication. Initial discussions had been held with BOA who were sensitive to these challenges and both organisations were keen to demonstrate alignment and agreement with one message. Further discussions were being held with BOA and would also be held with BPA.

### 7.1 Finance Update

CW introduced paper UKS 33. He confirmed that the outturn for 2010/11 on Exchequer funds was break even and on the Lottery account was a surplus of £2.13m. The budget outturn on lottery was a deficit of £8.83m and the favourable variance represented an upside of £7m, due to improved Lottery ticket sales and a £3m timing difference due the rephrasing of NGB and Major Event Awards.

The annual Audit has been completed and draft final accounts had been circulated in advance of the meeting, together with the draft NAO Audit Completion Report. There were no substantial issues relating to the Exchequer Accounts and **Board accepted the 2010/11 Accounts and approved them as a true and fair record of the activities of the year.** The NAO have raised a concern over the calculation of Athlete Personal Awards and whether the controls around 'means testing' are sufficiently robust to ensure that there is no material misstatement. This issue will be discussed by Audit Committee in September and it was felt, owing to the importance of this issue, that Board should also be kept informed on progress

UKS

Board also confirmed that they were happy for LN, as Accounting Officer, to sign the letter of representation to be sent to the NAO. Chair also recorded the Board's thanks to CW and his team.

CW opened a discussion with Board around the Athlete Medical Scheme which is due for renewal and where the current Insurer had sought a substantial increase in premium. CW presented Board with three different options: to stay with the current provider, but to include a commercial component, to seek an alternative provider, with a more modest commercial component, or to self insure. After discussion, it was agreed that CW would arrange cover on the best terms available but if there was any commercial component, then he would seek further guidance from Board.

Paper UKS 34, Audit Committee minutes, were approved.

### 7.3 Major Events Panel - recommendations

Simon Morton joined the meeting.

Board agreed the following recommendations which had been made at the Major Events Panel meeting on 14<sup>th</sup> June 2011.

### 1.1 Rowing World Cup 2014, Strathclyde Park, Scotland

Members agreed to a grant of up to £483,000 towards the staging of the Rowing World Cup 2014, subject to;

- That a contingency of £90,000 is ringfenced by UK Sport and only released with officers approval.
- Detailed breakdown of staffing provided by British Rowing is supplied to officers.
- British Rowing and Scottish Rowing to confirm a cash contribution of £70,000.
- British Rowing to confirm in writing their commitment to underwrite the event.
- Officers to approve all site plan and temporary overlay expenditure.
- British Rowing to draft a commercial strategy subject to Officer's approval.
- EventScotland and Scottish partners confirm a contribution of £50,000 to the event budget.
- There is no expectation that as a result of making this award, and supporting the 2015 World Championship bid, that UK Sport will support World Cup bids in 2016 and 2018 without separate consideration.

### 1.2 European Eventing Championships 2015, Blair Atholl, Scotland

Members agreed to a grant of up to £470,000 towards the staging of the European Eventing Championships 2015, subject to;

- £57,000 is ringfenced as contingency
- £25,000 is ringfenced against the infrastructure development until a detailed budget of works is produced to officer's satisfaction.
- £50,000 of the award against the 'winnability items' is ringfenced and only released with Officers approval
- At least £100,000 of regional funding is confirmed
- A reforecast balanced budget is presented to UK Sport to Officers satisfaction.
- Confirmation of an appropriate underwriter is confirmed
- Confirmation of British Eventing contribution to the event is received in writing
- That the Objectives and KPIs in the business plan are revised to Officers satisfaction.
- That in the event of an unsuccessful bid UK Sport will release up to £4,800 of the award towards the bidding costs.
- UK Sport is engaged in the bidding process, providing technical support and access to shared resources.

### 1.3 Triathlon World Championships Series Final 2013, Hyde Park, London

Members agreed a grant of up to £775,000 towards the staging of the Triathlon World Championships Series Final 2013, subject to;

- £50,000 is ring fenced as contingency and released on approval of UK Sport Officers
- £50,000 cash contribution is confirmed from BTF

... writing their underwriting commitment to the

... e of activity for the event is to be signed off

... approval of contract between BTF and ITU

- UK Sport to have approval of contract between BTF and Upsolut
- UK Sport shall 'clawback' surplus on the WCS at a percentage rate pro-rata to its contribution to income.
- £225K is ringfenced for release subject to further discussions around regional support, and subject to officers approval to ensure a balanced budget is in place at the time of the bid.

With regard to the European Eventing Championships 2015 in Blair Atholl Scotland, Officers from UKS had been asked to investigate further two areas of the application for these Championships and in particular concerns over the ability for the event to be underwritten by the sport. It was agreed to add the following specific condition: "Confirmation by Athol Estates, to the satisfaction of UK Sport and the NGB, of an appropriate underwriting body, to be agreed prior to the formal submission of a bid document to the FEI on 31<sup>st</sup> January 2012".

UKS

It was also agreed that SM would set up a meeting with Sport England to discuss joint advocacy around major events. Also SC and RL would raise at their next meeting with the Minister.

UKS

#### **7.4 Major Events Panel – minutes**

These were approved.

#### **7.5 Board Events Calendar**

This was duly noted.

#### **8.1 UK Sport 2013/17 Investment Strategy Development**

Kevin Parker and Duncan Jenner joined the meeting. PK presented paper UKS 38 which set the context of the 2013-17 investment strategy following on from the paper presented at the May Board meeting. Consultation had taken place with Performance Directors, through the PD Forum and engagement with the Performance leads and Chief Executives of Home Country sports councils had also started. Board had received a copy of the 313 Roadmap which sets out the key processes and milestones of the project. The grid also highlighted the importance attached to NGB and stakeholder engagement. UKS propose to invite Home Country performance leads to join the project team. RL pointed out that Sport England are also visiting all NGBs in reference to their Sport Plans 13-17 and felt that UKS should be sensitive to the timing and volume of work required from NGBs.

**Board agreed to endorse the "313" Roadmap as presented in paper UKS 38.**

Board went on to discuss the level of compulsion that should be applied to sports engagement in specific stages of the creation, submission and presentation of their performance plans for Rio. Board agreed that a balance needed to be struck in relation to the demands made on NGBs at a critical time in their build up to 2012 and that it should only become

consider potential changes to the Performance stream for the World Class Programme. KP and DJ noted Board's comments and a finalised set of principles would be submitted for Board approval in September.

UKS

**KP and DJ left the meeting.**

## **8.2 Combining UK Sport/Sport England – Governance Options**

DC introduced paper UKS 39 which outlined the various scenarios regarding the governance structure of a combined UK Sport and Sport England.

Option 1 – Co-location whereby both organisations would be based in a single location.

Option 2 – Shared services whereby both organisations would be based in a single location but with various 'back-office' functions being brought together.

Option 3 – Combined – with a group Board to which two Divisional Boards would report. The Divisional Boards would have responsibility for the strategy for their respective divisions.

Option 4 – Merged – establishment of a single organisation for which a strategy is decided by a single overarching Board.

Board agreed to add a 'do nothing' option.

After discussion, Board agreed that there was a need to define the criteria for each option, including cost, efficiency and home country involvement and that weightings should be added to the criteria. DC agreed to come back to September Board for further discussion. CH indicated that Audit Committee would be interested in discussing the process at a future meeting.

UKS

All the above governance options will be discussed at the next Project Board meeting to which the four Home Country chairs have been invited and they will ultimately be fed into the Business case to be presented to DCMS in November.

## **8.3 UKS Employee Engagement Strategy**

Laura King, responsible for internal communications, joined the meeting.

DC gave an overview of the staff survey to demonstrate how the workforce at UK Sport are engaged, informed and involved through a variety of different initiatives. Staff were also being offered many opportunities (volunteering, secondments) to be involved around Games times. UK Sport is looking to review its staff induction process.

Chair thanked DC for the work done so far.



*Your complimentary  
use period has ended.  
Thank you for using  
PDF Complete.*

[Click Here to upgrade to  
Unlimited Pages and Expanded Features](#)

Chair took the opportunity to thank Tim Hollingsworth for his work with UK Sport. He had been an exceptional and outstanding colleague who had contributed greatly to the success of UK Sport. Board and Officers wished him well and invited him to come to present to Board at a future meeting on the work of the British Paralympic Association.

**Date of Next Meeting**

The next Board meeting will take place on 14<sup>th</sup> September at 9am.