



**Minutes of the UK Sport Board Meeting held  
on 25 June 2014**

**Present**

**Chair** Rod Carr

**Attendees:** Nick Bitel  
Jonathan Vickers  
Brian Henning  
Philip Kimberley  
Louise Martin  
Neil Chugani  
Lis Astall  
Laura McAllister  
Sarah Springman

<b>UK Sport Staff</b>	Liz Nicholl	Chief Executive
	David Cole	Chief Operating Officer
	Simon Morton	Director of Major Events & International Relations
	Simon Timson	Director of Performance
	Sophie du Sautoy	Director of Finance, Investment and Business Services
	Vanessa Wilson	Director of Commercial & Communications
	Lara Hayward	Legal Adviser
	Chelsea Warr	Deputy Director of Performance
	Jonathan Bennetts	Sports Investment Manager

**Board Secretary** Nicky Anderson

**Observer** John Steele Chair of EIS

**1. Introduction and Apologies for Absence**

**Action**

The Chair welcomed members to the meeting. Nick Pontefract sent his apologies.

## **2. Declaration of Interest**

Members were reminded of the need to declare their interest in any items requiring a decision and to remove themselves from such decision making.

Louise Martin, Chair of sportscotland declared an interest in item 6.3 Curling decisions and it was agreed it would not be necessary for LM to leave the meeting. Simon Timson declared an interest in item 6.3 specifically Skeleton & Bobsleigh decisions. Recommendations on this item would be presented by Jonathan Bennetts. Philip Kimberley, Chair of England Hockey, Neil Chugani, interim CEO of British Rowing and Sarah Springman, Vice President of International Triathlon Union, ex-Chair of British Triathlon declared an interest around items 8.1 and 8.2.

It was agreed that it would not be necessary for PK, NC and SS to leave the meeting.

## **3. Approval of Minutes**

The minutes were approved as a true record of the meeting.

## **4. Matters Arising**

LN updated on the Board action log and highlighted the MIS Project Board Business Case was work in progress. Board agreed to have a discussion at a future meeting to agree scope of work.

## **5. Executive Team Report**

LN introduced the Executive Team Report and drew Board's attention to the following:

- RC and LN had an introductory meeting with the new Secretary of State. LN met with the Minister at the usual joint monthly meeting with Jennie Price, CEO Sport England. Key items were Winter Sport investment recommendations and Rio progress.
- An experienced interim Director of Finance and Investment & Business Services, Mark Duly, has been appointed to cover SdS's maternity leave starting end of July.
- ST highlighted that in September, UK Sport will be immersing representatives from the Home Countries and Institutes in the detailed application of M2016 and other diagnostic tools with a view to these being applied as appropriate in the home nation environment.
- **Board approved the appointment of Jane Allen as a new member of the Major Events Panel.**
- The International Development (ID) team will be holding a media briefing with the International Inspiration (IN) Charity, British Council and UNICEF on 12 July to announce the findings of the independent report of the II Programme confirming that all targets had been surpassed. UK Sport's ID team has also helped IN secure funding from Dfid to help its transition. Board discussed the international legacy programme for the 2017 World Athletic

- Championship and other bids and suggested having high level risk analysis when choosing countries to work with. **UKS**
- British Synchronised Swimming appeal date has been set for 23 July 2014.
- The Eligibility Committee of JV,NB and PK met to consider a case and a written warning has been issued to an athlete.
- Noted that DCMS had authorised the requested headcount requirement. Board raised the potential for a high level discussion on staffing size and skills at an appropriate point(post agreement of future strategy). **UKS**
- NC asked whether the executive had considered how the positive findings of the medal impacts research that had been presented by VW to the Board earlier could form a wider part of the UK Sport communications narrative. VW confirmed that it would indeed be integrated into the overall communications narrative as an output of the wider Impacts Project work, once that had concluded. **UKS**
- Final version of the Board's Terms of Reference were presented and approved.

### **6.1 Major Events Recommendations**

SM introduced paper UKS30.

**Board approved a grant to England Boxing of up to £620,000 towards the staging of the Women's World Boxing Championships 2016 in Liverpool, subject to the conditions outlined in the paper.**

Board agreed to have a summary of the strategic rationale for investment (extracted from the business case considered by the ME Panel) included alongside the recommendations on future papers. **UKS**

### **6.2 Annual Report & Accounts and Finance update**

SdS introduced paper UKS 31 highlighting to Board that the National Audit Office is proposing a clear, unqualified audit option on both the Lottery and Exchequer Accounts.

Audit Committee recommended approval of the Annual Report and Accounts.

**Board approved the UK Sport Annual Report and Accounts for 2013/14 with the caveat of minor amendments as discussed in the meeting (PK proposed and BH seconded)**

SdS updated Board on 2013-17 financial plan and the risks currently being managed within it.

Board noted that Lottery income in 2013/14 was lower than the DCMS projection for the year which have traditionally been a reasonable guide. They are based on the previous 12 months and so include a period prior to the introduction of the £2 game. SdS presented a range of possible (low to high) lottery forecasts for 2014/15 and beyond, and DCMS projections fell within these ranges and seemed reasonable. Current estimated balance at the end of the cycle is £24m and Board agreed that any further reduction presents a risk to the Tokyo strategy but an

absolute minimum held should be £15m. Board noted that the meritocratic approach to investment, the Annual Investment Reviews and conditions of award provided the ability to address any significant changes; Board was also reassured that the Executive Team was constantly reviewing budgets to manage cost pressures.

### **6.3 PyeongChang Investment Decisions**

ST introduced paper UKS 32 and presented the PyeongChang investment recommendations highlighting to Board that the aim is to invest the right resources into the right athletes to maximise the probability of winning Olympic and Paralympic medals at the 2018 Olympic (OWG) and Paralympic Games (PWG) whilst also enabling sports to develop stronger, more sustainable performance pathways.

Board discussed the fact that the four year investments in Pyeongchang medal success will be from 1 October 2014 to 30 September 2018. Board noted that the 2013-17 financial plan gives confidence in affordability from 1 October 2014 to 31 March 2017 but beyond that there is financial uncertainty and a strategic review for the Tokyo cycle is underway.

Board noted that much of this uncertainty has been the case in other cycles; early indications in the review are that Board wants to build on success to date and the Pyeongchang investment principles have been agreed by Board and must be implemented as published.

It was noted that it is usual practice to make significant strategic changes at the end of a cycle, implementing them through published changes in Investment Principles. However, as discussed in the previous item on Finance, the conditions of award, the Annual Investment Reviews (for summer and winter sports) and the meritocratic approach to investment provide the ability to address any significant changes in cycle.

Board agreed with this approach.

Board asked officers to consider how and when to communicate this to sports.

#### **Bobsleigh**

**Board approved Bobsleigh into Foundation Programme status with an initial one year award of £1,104,200 plus an indicative award for a further three years that would make the overall investment up to £4,494,400 to Bobsleigh. The award for the second to fourth years will be contingent on the proposals set out in the foundation programme conditions being met.**

**Board also approved an 'up to' internal ring-fenced amount for R& I equipment purchase to Bobsleigh.**

#### **Curling**

**Board agreed a 4-year award of £5,389,450 to Curling subject to conditions outlined in the paper.**

### **Wheelchair Curling**

Board agreed a 4-year award of £1,167,300 to Wheelchair Curling subject to conditions outlined in the paper.

### **Figure Skating**

Board approved an initial one year award of £385,920 with an indicative award for a further three years that could take the overall investment up to a maximum of £1,699,940 to Figure Skating. Board approved this as a Small Squad Investment focused on six named athletes. The award for the second to fourth years will be contingent upon the conditions outlined in the paper being met.

### **Short Track**

Board approved Short Track into turnaround improvement programme status. Board approved an initial one year award of up to £753,800 with an indicative award for a further three years that could take the overall investment up to a maximum of £4,350,600. This is subject to Short Track meeting the conditions attached to the turnaround improvement programme status. Board also approved directing NISA to undertake an independent review of the programme.

### **Skeleton**

Board approved British Skeleton is placed into Sustaining Success status. Board approved a 4-year investment of £6,549,617. This is subject to meeting the Sustaining Success programme conditions.

### **Ski & Snowboard**

Board approved that Ski & Slopestyle be placed in Acceleration Programme Status. Board approved a 4-year award of up to £4,890,326 to British Ski and Snowboard for the Slopestyle and Half-Pipe events. This is subject to meeting the Acceleration programme conditions.

### **Para Alpine Ski and Snowboard**

Board approved that Para Alpine Ski and Snowboard is placed into Foundation Programme status, with an initial one year award of £676,950. Board approved an indicative 4-year total of up to £2,749,000 which is dependent on the sport meeting the foundation programme conditions.

Louise Martin, Jonathan Vickers and Lis Astall left the meeting.

## **7.1 PyeongChang Communication Handling Plan**

VW presented the communications plan for notification of the PyeongChang Investment decisions and highlighted the risks.

Board discussed revising our “No compromise approach” wording and VW agreed that this could be addressed with immediate effect and as part of the wider comms narrative piece which was due to be completed in the Autumn as referenced earlier. **UKS**

## **8.1 Summer MSTs 2014-15**

ST updated Board on Summer Olympic and Paralympic Milestone Targets (MSTs).

## **8.2 Mission 2016 MYR Report**

ST introduced UKS 34 updating Board on the outcome of Mission 2016 Mid-year Reviews that were completed through late April and May 2014 and gave an operational update, including timelines and an overview for the next M2016 Panel.

Board discussed the possibility of seeing a longer-term strategy trend analysis relating to M2016. **UKS**

## **8.3 Coaching Update**

ST introduced UKS 35 updating Board on operational activity of the key programmes and initiatives currently being run by UK Sport.

Board welcomed the 50/50 gender split on the athlete to coach programme and noted the need to further consider with partners how this gender challenge might be addressed at higher levels of the coaching pathway.

Board agreed to have a discussion on the bigger coaching landscape at a future meeting. **UKS**

## **8.4 International Relations Annual Review Update**

SM introduced UKS 36 to update Board on the status of the UK Sport’s International Relations Strategy following the annual review with NGBs, and highlighted some of the metrics being used to monitor performance.

SS raised a question about the impact of the ILP. SM to follow up. **UKS**

## **8.5 Tour de France Update**

SM & PK gave a verbal update to Board. Overall, the event now appears to be on track and, under the leadership of Sir Rodney Walker and Nicky Roche, there is confidence that the Hub has put in place robust procedures to address any issues should they arise.

## **8.6 UK Sport Major Events Panel Minutes**

Board received and noted minutes.

### **8.7 Board Calendar**

Board received and noted calendar.

### **9. Any Other Business**

The Chair updated Board on the structure and timings for the next meeting.

**10. Date of next meeting: 17 September 2014**