



# Minutes of the UK Sport Board Meeting held on 2<sup>nd</sup> May 2012

## Present

**Chair** Sue Campbell

## Attendees:

Laura McAllister  
Louise Martin  
Richard Lewis  
Jonathan Vickers  
Mark Hanson  
Philip Kimberley  
Rod Carr  
Chris Holmes

## UK Sport Staff

Liz Nicholl	Chief Executive
David Cole	Chief Operating Officer
Chris Walker	Finance Director
Debbie Lye	Director International Development
Vanessa Wilson	Director Commercial and Communications
Simon Morton	Director of Major Events and International Relations
Vijay Parbat	Legal Advisor
Peter Keen(part)	Special Performance Adviser
Vikki McPherson (part)	Head of Performance Programmes

## DCMS

Frances MacLeod Head of Sport (part)

## Board Secretary

Jackie Freeman UK Sport

## 1. Introduction and Apologies for Absence

## Action

The Chair welcomed Members to the meeting. Apologies were received from Dominic Walsh. Chair offered congratulations to Richard Lewis on his appointment as CEO of the All England Lawn Tennis Club. RL confirmed that he would still be continuing in his role as Chair of Sport England and therefore able to attend UK Sport Board meetings. Congratulations were also offered to David Cole on becoming Chief Operating Officer of UK Sport.

## **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. No declarations were made.

## **3. Approval of Minutes**

There was one change to the Minutes. These were duly amended and approved by Members as a true record of the meeting of 27<sup>th</sup> March 2012.

## **4. Matters Arising**

LMcA reported that initial concerns raised by Sport Wales about proposed governance changes to the Memorandum of Association for the British Paralympic Association had been resolved with the BPA recognising sensitivity around their links with the Home Country Federations.

Board were due to have Nigel Walker from EIS attend the meeting to discuss proposals to integrate UKS Research & Innovation responsibilities within the EIS from April 2013. However, officers felt more preparation was needed in order to put together a more thorough business case. This will now be discussed at the Board meeting in June.

**UKS**

## **5. Executive Team Report**

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

- LN reported that she had attended a meeting at DCMS along with CEOs from other Arms' Length Bodies and feedback was that there were likely to be further cuts in future but the level of risk to UK Sport funding 2015-17 is still unclear. The next Comprehensive Spending Review is likely to be concluded by March 2014.
- LN reported on the R&I project which is currently in its feasibility and testing phase with a view to targeting a small number of sports and athletes.
- UK Sport, in partnership with the Home Country Sports Councils, is working on a programme to build and develop a leadership programme to encourage the highest standards of leadership and governance within British sport. A communication is currently being produced outlining this piece of work. It is hoped that the Chairs of the Home Country Sports Councils will sign off the communication to be sent to sports. More detail on the proposed programme will be provided to Board at the meeting in June.

**UKS**

FM joined the meeting.

LN informed Board about a request DCMS had received from the BOA for Lottery funding. Due to the financial pressures of the BOA, it is seeking a sum of £1.8m to cover the cost of pre-Games camp and Games time functions. LN reminded Board that UKS had funded pre-Games camps in the past but since 2008, UK Sport's investments in sports had been positioned to enable sports to decide how much, if any, was allocated to pre-Games camps. Board members were anxious to avoid any double-

funding and concerns were raised that this was an example of the BOA not managing the prioritisation of resources and activities.

Board was also very concerned at the BOA's reluctance to publically acknowledge the hundreds of millions of pounds of National Lottery investment in athletes, coaches and support staff that comprise TeamGB and the structures and systems that have been developed to support success at the Games.

After discussion, Board endorsed LN's proposal to find a pragmatic solution and, subject to rigorous consideration and assessment by UKS officials, were prepared to delegate authority for LN to progress an investment of up to £350k, with appropriate conditions, uniquely for 2012.

**UKS**

## **6.1 International Relations Strategy**

SM presented paper UKS 15 20123 with reference to UK Sport's 2013-17 International Relations Strategy. The purpose of the strategy is to both support and influence the international sporting system in which UK Sport's high performance and major event activities operate. UK Sport's current annual investment of £1.1m provides around 30 NGBs with an International Relations (IR) function and enables them to have a strong voice within the international governance of their sports. The new strategy proposed maintaining IR investment through the NGBs, but encouraging more sophistication in terms of planning IR activities, a greater focus on the identification and development of people, and scope for greater prioritisation of resources to ensure increased alignment to performance and major event objectives. At this stage, no financial commitment was being requested as this will be discussed at a later date. After discussion, Board approved the strategic direction of the paper in addition to the following new mission and the proposals:

**Mission: The UK plays a leading role in engaging with the international sporting community to secure a strong platform for success in performance and major events**

- **Proposal 1: Investing in NGBs to support UK-Level IR Strategies**
- **Proposal 2: Prioritising to support Performance and Major Event Objectives**
- **Proposal 3: Investing in Clear Pathways to Senior International Positions**
- **Proposal 4: Retaining the Flexibility to Support Bespoke IR Activities**
- **Proposal 5: Connecting NGB IR Strategies to International Development Activity**
- **Proposal 6: Ensuring Effective Governance of IR Strategies in NGBs**
- **Proposal 7: Supporting the 'Export' of UK Expertise Following London 2012**
- **Proposal 8: Aligning our Support Activities to NGB IR Strategies**
- **Proposal 9: Introducing Better Indicators of IR Progress**
- **Proposal 10: Ensuring International Activity is communicated more effectively**

### **7.1. Rio – NGB Planning**

PK/VMcPh joined the meeting.

VMcPh gave Board preliminary observations from the NGB business cases received to date in particular around athlete and system profiling and

budget. VMcPh emphasised that all sports would be receiving detailed feedback on their business cases allowing them to resolve any issues before their final submission in the autumn.

Board looked at various scenarios for investment but noted that this would be discussed in more detail at June Board. Members were mindful of the significant decisions that needed to be taken in December and asked that full and comprehensive data be available in advance to allow plenty of time for consideration.

UKS

## **8.1 2013-17 Rio Financial Planning**

CW gave a presentation and an overview of the funding for the London cycle before moving on to a range of possible outcomes for the Rio cycle, based on different levels of income. CW reminded Board that Exchequer income has only been awarded until 2014/15 and that further funding will be subject to the outcome of the next spending review. He advised that Lottery has become the predominant form of funding and current projections predict ticket sales to continue at the same level for the next few years. Board felt that it needed to understand the vagaries of Lottery projections and the risks associated with this type of income. It was agreed that the Executive would consider whether it would be beneficial to invite a representative from Camelot to speak to the Board.

Board considered changes to the level of the Lottery balance (previously agreed at £20m) based on current commitments and future expenditure over the Rio cycle together with associated risks although FM pointed out that it was Government's aspiration that UK Sport will continue to receive Exchequer funding. Initial observations meant that UK Sport would be very unlikely to be able to fund all sports in the next cycle.

It was agreed that time would be spent at the June Board meeting having a look at an indicative prioritisation across all of UK Sport's investments (internal and external) to be appraised of the possible impact of the different income scenarios. The Executive team will provide the draft 13-17 Business plan giving an overview of each area of activity and alongside this, will provide initial assessment of the outcome/impacts of maximum, medium and minimum investment level scenarios. Board would then undertake a prioritisation exercise based on this information.

UKS

VMcPh/PK left the meeting

## **2012-13 Budget**

At the previous Board meeting, Board had queried the level of operational costs relative to actual spend in 2011/12. Further work has now been done with the result that the Operations costs had been reduced and these were outlined in paper UKS 16 2012. CW confirmed that the budget remains within the DCMS budget control totals for 2012/13. **On this basis, Board agreed to formally approve the Budget for 2012/13.**

## **9.1 Board Events Calendar**

This was noted.

## **10 Any other business**

## **11. Date of next meeting: 27<sup>th</sup> June 2012**