



**Minutes of the UK Sport Board Meeting held  
on 25<sup>th</sup> September 2013**

**Present**

**Chair** Rod Carr

**Attendees:**

Brian Henning  
Nick Bitel  
Jonathan Vickers  
Mark Hanson  
Philip Kimberley  
Louise Martin

**UK Sport Staff**

Liz Nicholl	Chief Executive
David Cole	Chief Operating Officer
Vanessa Wilson	Director Commercial & Communications
Simon Morton	Director of Major Events & International Relations
Simon Timson	Director of Performance
Vijay Parbat	Legal Adviser

**Board Secretary** Nicky Anderson UK Sport

**1. Introduction and Apologies for Absence**

**Action**

The Chair welcomed Members to the meeting. Apologies were received from Laura McAllister, Chair of Sport Wales. The Chair updated the Board on the recruitment of two new Board members, confirming six people had been interviewed and reminding the Board that with Public Appointments, the interview panel which included the Chair has responsibility for agreeing a list of appointable individuals that is escalated to DCMS and Ministers for a final decision. The two new Board members once approved, will be provided with an induction into the organisation to prepare for their attendance at the next Board meeting in December.

**UKS**

With the recent departure of Chris Holmes the Board discussed the Paralympic expertise gap and the Chair suggested that it may be helpful at times to invite an observer with relevant experience. Board agreed to give this further consideration at a future meeting.

## **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. Philip Kimberley declared a potential conflict around item 6.2 given his position as Chair of the England Hockey Association and Mark Hanson around 6.2 as ex Non-Executive Director of the Modern Pentathlon Association.

## **3. Approval of Minutes**

The Board highlighted that paragraph 6.1 from the minutes needed to be adjusted to make reference to the importance of having an appropriate level of contingency and, when considering summer investments in the context of the financial plan, to also review winter performance expectations.

**UKS**

## **4. Matters Arising**

It was noted that a sub-committee of the Board had met to determine the eligibility of an athlete on 22 July 2013.

The Board agreed the Action Log was a good addition to the minutes and should sit at the beginning of the minutes going forward and UK Sport to add in a paragraph to which the action refers to.

**UKS**

## **5. Executive Team Report**

LN introduced the Executive Team Report and drew Board's attention to the recent resignation of two Directors and the actions taken.

- The recruitment is underway for the new Chair for the English Institute of Sport.
- Progress with the funding agreement with the BOA to support Rio preparations.
- The appointment of the CEO of TDF 2014 Ltd was noted, planning and work on the funding agreement is progressing. It was agreed that SM would work with PK to develop a standard reporting format, including regular assurance and progress against key milestones, for future Board meetings.
- DC updated the Board on Boxing. A new Chair has been recruited and a Special Purpose Vehicle (SPV) is available for activation should the situation deteriorate again, or a similar situation arise within another sport.
- Board congratulated the governance team on their handling of the situation.

**UKS**

**UKS**

## **6.1 Project Para – September 2013 Summary**

Michelle Hammond updated the Board on the investment in Project Para and gave an overview of the strategy developed to accelerate the development of the Paralympic high performance system and, home country engagement. It was highlighted that despite ParalympicsGB success in London, only 4 gold medals separated the top five nations. Project Para focuses on getting the right athletes training with the right coaches, in the right environments under inspirational leadership.

The Board discussed some of the challenges for Project Para and highlighted the importance of the Home Country engagement. It was acknowledged that this work is helping to develop greater connectivity and

consistency of prioritisation between UK, Home Countries and functional work strands will support delivery. The strategic coordination role of the HIPSAG group was noted.

**The Board approved the proposed Project Para budget allocation which is within approved budget of £2m.**

## **6.2 Major Event Panel Recommendations**

PK left the room.

SM updated the Board on the recent recommendations made at the Major Events Panel meeting to award grants for the FIH Hockey Event Series in London and the Senior European Modern Pentathlon Championships 2015 in Bath. SM highlighted that a proportion of the proposed £1.1m grant towards the Women's Hockey Cup will be ring-fenced for negotiations with the FIH in respect of FIH Partner rights.

**The Board agreed that UK Sport provide grants to the series of Hockey events in line with the recommendations in UKS43. The Board decided that UK Sport's grants should not be used to cover any costs associated with purchasing FIH Partner rights, but that any savings or income streams resulting from this area of activity (up to the budgeted amount) should still effect a commensurate reduction in UK Sport's grant.**

Mark Hanson left the room and Philip Kimberly re-joined the meeting.

**The Board agreed that UK Sport provide a grant towards the European Modern Pentathlon Championships 2015 in Bath of up to £258,000 subject to the conditions outlined in the paper.**

## **6.3 Group Audit Committee Revised Terms of Reference**

JV presented paper UKS 44. There had been a number of detailed discussions within recent months to progress Board's decision to form a joint UK Sport and EIS Audit Committee to increase connectivity and oversight and reduce duplication. JV drew attention to some of the practical and governance challenges and proposed acceptance of the Terms of Reference for a Group Audit Committee as presented while acknowledging the need to keep this under review.

The discussion regarding financial matters was noted and it was agreed that it would be useful for officers to produce a document on reserved powers for Board. The Chair also proposed and Board agreed that in future the corporate risk heat map should be appended to the Audit Committee minutes.

**UKS**

**The Board approved the proposed terms of reference for the GROUP Audit Committee.**

**The Board approved the appointment of Ian Watmore as the independent member nominated by EIS.**

**The Board agreed to appoint a third board member to the audit committee in due course via e mail.**

## **6.4 Eligibility Policy Consultation Feedback**

VW/DC presented paper UKS45 to update Board on the consultation feedback on the Funding Eligibility Policy for Athletes and Athlete Support Personnel. VW highlighted the overwhelming support for the policy from the feedback received. There were only a few suggested amendments and further points of clarification sought by consultees to the policy which officers felt could be sufficiently covered off through feedback to consultees and roll out of the final formal policy at the end of October.

UKS

**The Board approved the adoption of the Funding Eligibility and Consequences Policy and Procedure subject to the redrafting and clarification points raised above being circulated by e mail to Board Members.**

**The Board agreed that a formal response document be prepared and circulated to those who responded to the consultation. This document will also be made available on our website.**

The Board noted that the finalised policy (plus supporting documentation) will be launched by the end of October.

### **7.1 Staffing Survey and General Update**

DC updated the Board on the outcomes of the recent staff survey and gave an overview of the current human resource activity (in terms of leavers, incumbents and new joiners) in UK Sport.

Board had a discussion around staff morale; maximising opportunities for staff within in the wider system; benchmarking and stressed the need to have a clear understanding of what shared services with Sport England will look like, as early as possible.

UKS

The Board were reassured by the actions UK Sport are currently and planning to take and the Board will be updated again in the Spring.

### **7.2 International Inspiration Update**

LN presented paper UKS 46 setting out Government expectation that UK Sport withdraws its financial support for the newly merged charity, IN. In discussion with the Chair of the Charity and the Minister, it had been agreed that the Trustees will work with UK Sport to design a roadmap towards self-sufficiency. LN updated Board on the emerging thinking of a sub group of trustees on a phased approach towards financial independence.

The Board had a discussion on the strategic priority of servicing the IN Charity noting that the current contract is in place until March 2015. The Board asked officers to challenge the IN Charity to be more aspirational and to progress planning for self-sufficiency at an accelerated pace. The Board requested an update within the next 6 months on progress.

UKS

### **7.3 Strategic Business Planning (Performance Management Framework)**

DC presented current progress on the Performance Management Framework to the Board. The Board were asked for their input into the framework but the Board agreed that more time was needed to have a

UKS

quality discussion and this should take place at the December Board away day.

#### **7.4 Finance Update**

LN gave an update on the latest reforecasting exercise against both the 2013/14 budget and against the high level 2013/17 financial plan.

LN focused on the changes within the 2013/17 financial plan since the June meeting. The forecast income has been adjusted down in the 2013/17 plan to reflect: the switch from revenue to capital to support re-location costs; the provision of a 5% (£6m) contingency, as advised by DCMS, to cover the risk of it needing to be being drawn back into the department; an adverse adjustment in Lottery projections.

Over 4.7m of this income adjustment had been absorbed by expenditure adjustments leaving a potential deficit of £16.4m over the cycle, predominantly due to the forecast increase in the investment required for PyeongChang. Some of this risk will be addressed by expected additional income of over £6m from the OLDF balance. Other options include early discussions with DCMS about the likelihood of the contingency 'clawback' and reducing the national Lottery balance to less than 4 months at the end of the cycle. Meanwhile, work continues to drive down costs across the business and as Annual Review and Pyeongchang planning progresses, big budget lines will be refined. A further update will be available for the December Board.

**UKS**

#### **7.5 UK Sport New Accommodation Lease**

LN updated the Board on UK Sport's new accommodation lease. The lease has been signed. All relevant approvals have been secured from DCMS to enable signature. In seeking approval it was noted DCMS had raised concerns in relation to the co-location project. The Board sought clarification of the concerns and were satisfied that the matter had been discussed and closed.

DC took the Board through some slides to get an idea of the look and feel of 21 Bloomsbury.

#### **8.1 Mission 2016 Guide**

ST updated the Board on the Mission 2016 Guide as set out in the Board pack. ST explained the plans for the focus and composition of the new Mission 2016 Panel. These were agreed and ST will now draft terms of reference to be shared with the Board at its next meeting.

**UKS**

It was noted that Sport Wales had asked that the Mission 2016 reporting tool be shared with Home Countries to ensure additional resource is spared on developing an equivalent tool and ST will action this.

**UKS**

Sport Wales had also asked that where the Home Countries are also an investor, or when the work of the sport has potential to have a significant impact on the Home Country, that there will be an agreed level of joint scrutiny and oversight. ST showed a flow chart for the engagement process which included internal connectivity through UK Sport director team and home nation connectivity through the HPSAG group.

#### **8.2 Major Events Panel Minutes**

These were received and noted.

### **8.3 Audit Committee Minutes**

Board received and noted minutes and JV highlighted key points.

### **8.4 Update on National Lottery**

VW summarised the three key strands of activity that relate to the comprehensive work-stream to revitalise the main National Lottery game, Lotto, to ensure that the levels of income from The National Lottery into Good Causes are sustained/continue to grow. The new Lotto game will be launched on the 5 October, with tickets on sale from the 3 October supported by an extensive integrated marketing, PR & digital campaign going live on 25 September.

VW highlighted the on-going work around communication that UK Sport is committed to, working closely with Camelot and the NLPD to ensure that every opportunity to leverage acknowledgement and promote the significance of National Lottery funding is harnessed.

### **8.5 Board Calendar including schedule of Board meetings in 2014** **UKS**

UK Sport to update the calendar with the new confirmed meeting dates for the December Board.

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

The Chair informed the Board that Sarah Powell had been appointed CEO of Sport Wales.

### **10. Date of next meeting: 3 December 2013 (An Away Day including overnight 2 December at Ashridge House)**