



**Minutes of the UK Sport Board Meeting held
on 31 January 2014**

Present

Chair Rod Carr

Attendees:

Brian Henning
Nick Bitel
Jonathan Vickers
Mark Hanson
Philip Kimberley
Louise Martin
Laura McAllister
Lis Astall
Sarah Springman

UK Sport Staff

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	Acting Director of Finance, Investment and Business Services
Vijay Parbat	Legal Advisor

Board Secretary Nicky Anderson UK Sport

Also in Attendance

Chelsea Warr	UK Sport
Jonathan Bennetts	UK Sport
Paul Cox	UK Sport
Paul Buxton	UK Sport
John Steele	Observer (EIS)
Francesca Broadbent	Observer (DCMS)

1. Introduction and Apologies for Absence

The Chair welcomed and introduced Sarah Springman to her first full meeting in person on the Board. No apologies were received.

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.

Declarations of interests relating to item 6.3 were as follows:

- Sarah Springman: Vice President of International Triathlon Union; ex Chair of British Triathlon; Director of EIS; member of British Rowing
- Mark Hanson: ex non-Exec Director of Modern Pentathlon
- Philip Kimberley: Chair of England Hockey
- Rod Carr: ex Performance Director and CEO of RYA
- Lis Astall: ex-President of British Show Jumping and current member of British Show Jumping, Eventing and Dressage
- Laura McAllistar: Chair of Sport Wales
- John Steele: Chair of the EIS

Nick Bitel also declared an interest relating to item 6.2 as external counsel to the RFU.

3. Approval of Minutes

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

4. Matters Arising

It was noted that work on drafting Terms of Reference for Board was deferred with Chair approval. DC to work up a draft to be circulated via email for comments with a view to reaching agreement at the March Board meeting.
(Action UKS)

5. Executive Team Report

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

- The coaching Project Connect is making very good progress and significant momentum has been already gained in Wales whilst SE and NI expect to confirm recruitment at the start of the new financial year.
- All summer sports and partners met the October 2013 funding triggers. In extenuating circumstances Board previously approved extensions for some sports to their January 2014 funding triggers. **For a small number of sports and partners further extensions had been requested and Board also approved these.**
- The indicative results of the triennial valuations of the UK Sport and EIS pension schemes have recently been received and rates set for the next three years. UK Sport has a letter of guarantee over its pension liability from the Department for Culture Media and Sport. Liabilities have been discounted at the most favourable discount rate. Board was satisfied with the outcome in relation to UK Sport but noted that the position regarding EIS had not been finalised. Further mitigations to minimise

- risk were being implemented.
- Board enquired whether the uses of athlete volunteer days were being put to effective use, were satisfied with officers' response and agreed that **VW should follow up with NB to further explain how this works.(Action UKS)**
 - Board welcomed the new detailed communications report and queried adverse coverage relating to the Eligibility Policy.

Lis Astall joined the meeting.

6.1 2013-17 Financial Plan: Forecast Position

Board noted the changes from the last position reported to Board in December 2013; the impact of the Annual Review recommendations on the forecast financial position; the emerging risk in relation to lottery income and approved the approach that has been taken to forecasting lottery income within the forecast.

6.2 Rugby Union Investment request

Louise Martin joined the meeting.

LN introduced paper UKS 02 outlining the RFU's Business Case to UK Sport requesting Athlete Performance Award investment to support Rio preparation for the GB Women's 7s teams (when formally formed) to enable the athletes to commit to centralised training. LN reminded the Board of the policy decision reached in December 2012 in that the following Olympic Sports - Football, Golf, Tennis and Rugby - should be excluded from 2013-17 WCP investment.

After due consideration of all the points raised, Board agreed there was no significant change of circumstance to revisit their December 2012 decision, the key points being the ability of these sports to prioritise their own significant resources and UK Sport responsibility to invest its finite resources in medal success.

Despite the decision UK Sport will remain engaged with the GB Rugby 7s leadership team to provide performance expertise and advice as appropriate.

Board requested that the investment principles and the policy decision made in 2012 be presented within one clear document. **(Action UKS)**

Board agreed not to reconsider its current position with regard to Rugby Union being excluded from 2013-17 WCP investment with the expectation that it self-funds its Rio preparation.

6.3 2013 Annual Investment Review Recommendations

ST presented the Annual Review Process and explained how the focus of 2013 AIR recommendations to Board protects and enhances the likelihood of World Class Programmes (WCPs) delivering the performances in Rio required to win 66 Olympic and 121 Paralympic medals (66/121) and, achieve UK Sport's publically stated mission of becoming the first nation to be more successful in

both Olympic and Paralympic Games post hosting.

Meritocratic Table and Sports' Priority Bandings

In accordance with the adjustments to the implications of Investment principles approved in December 2103 the **Board approved the addition of wording that makes explicit reference to Tokyo medal potential in Priority Bands 6, 7, and 8 and added a new 'Unclassified' band in accordance with the implications of Investment Principle 4.** The purpose of these additions being to explicitly clarify the intent of the clarifications previously utilised. The new wording is shown in the table below in bold italics.

Priority Band	Olympic Prospects	Paralympic Prospects
1	Very likely to multi-medal in Rio	Very likely to multi-gold medal in Rio
2	Likely to multi-medal in Rio	Likely to multi-gold medal in Rio
3	Likely to medal in Rio	Likely to gold medal in Rio
4	Possible medal in Rio	Possible gold medal in Rio
5	N/A	Possible silver / bronze medal in Rio
6	Likely 4 th -8 th finish in Rio & <i>possible medal in 2020</i>	
7	Possible 4-8th in Rio & <i>possible medal in 2020</i>	
8	Little Prospect of Top 8 finish in Rio & <i>unlikely medal in 2020</i>	
Unclassified	<i>Little / no prospect of medal in Rio and 2020</i>	

Re-Prioritisation of Sports

Board approved the AIR recommendations to re-prioritise 12 sports.

- **Triathlon, Para Sailing, Para Canoe, Para Triathlon,** moved up bands
- **Weightlifting, VI Football, Wheelchair Fencing, Synchronised Swimming, Goalball, Basketball Men & Women, Waterpolo and Beach Volleyball** moved down bands.

Changes to Athletes Places and Sports Specific bids

To enable UK Sport to manage risks to the achievement of 66/121 and leverage opportunities in the most efficient and effective manner possible the **Board approved the 20 investment changes to sports in Priority Bands 1 to 6 totalling £9,311,256.**

Sport	£
Badminton	-£250,276
Boccia	£200,241
Canoeing	£935,829
Disability Archery	£100,121
Disability Cycling	£95,000
Disability Table Tennis	£275,180
Equestrian	£63,000
Fencing	£894,019
Gymnastics	£150,000
Hockey	£629,793
Judo	£566,000
Modern Pentathlon	£32,076
Paracanoe	£749,994
Paralympic Sailing	£814,300
Para-Triathlon	£170,000
Sailing	£988,983
Swimming	-£556,363
Taekwondo	£1,192,025
Target Shooting	£312,000
Triathlon	£1,949,334

Risk and Opportunity Status Sports

As stated in the Declarations of Interest the Chair was conflicted on the item concerning Sailing so handed the Chair to Mark Hanson (Deputy Chair UK Sport) to lead the Board on the recommendations.

In accordance with the adjustments to Investment Principles 4, 5 and 6, **Board approved placing the eight sports shown in the table below into 'Risk and Opportunity' Status and to condition their awards accordingly and appropriately.**

Risk Category	Sports
Turnaround Improvement Programmes (TIP): High Risk for Rio	Swimming
	Judo
Acceleration Programmes (AP): Moderate Risk & Significant Opportunities for Rio	Taekwondo
	Triathlon
	Para-Sailing
	Para-Triathlon
Foundation Programmes (FP): Moderate Risk & Opportunity for Tokyo	Target Shooting

Sustaining Success Programmes (SSP): Low Risk for Rio / Higher Risk for Tokyo	Sailing
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One Year Awards

Board approved that awards to both Boxing and Fencing continue to be made on a one-year basis (although noted that the recent governance/leadership challenges have been worked through and officers have a greater degree of confidence that both sports are best placed to maximise their potential towards Rio and beyond).

Withdrawal of Funding to Sports' Priority Band 7 to Unclassified

In discussing this item Board considered the following general characteristics;

1. the size and scope of the challenge to qualify for Rio, finish in the top 8 and, then medal in Tokyo is too great to reasonably expect the level of progress required to be made in this Olympic / Paralympic cycle nor the next.
2. generally [some of] these sports' 2013 performances in major competitions including their Milestone Target event has been below the levels that sports' agreed with UK Sport which would demonstrate reasonable progress toward the standards required to qualify for Rio and then finish in the Top 8 at the Olympic Games or on the podium at Paralympic Games.
3. the additional evidence gathered and considered in the context of AIR Panel discussions indicated these sports are unlikely to meet the Rio targets agreed with UKS in autumn 2012.
4. the performance profile and trajectory of these sports now places them in priority bands 7 to Unclassified within the meritocratic table, which in accordance with UKS Investment Principles indicates they are very high risk investment and onwards contributing to the delivery of UK Sport Rio targets with a range of low possibility or little to no prospect of winning medals in Tokyo. The Board were referred to summaries of the performance evidence relating to each of the sports performance history, future trajectories and likelihood of Olympic and Paralympic success in Rio and Tokyo.
5. generally, these sports face a number of significant problems that make the level of transformation required to change their performance trajectories and meet the size and scope of the challenge to qualify for Rio and medal in Tokyo unrealistic. Considerable additional resource would need to be invested centrally into UKS and EIS to provide the capacity and talent identification, confirmation and development programmes required.

In reviewing the summaries Board discussed the Mission 2016 profile RAG ratings and how sports assess themselves under that system and whether the ratings were an accurate reflection of the elements considered. In considering the recommendations Board also sought confirmation from officers that where

appropriate that small squad investment option would remain open for sports who have individual athletes that shows the right performance trajectory to medal potential in Rio to be considered for funding. Officers confirmed small squad investment remained an option.

Board approved the withdrawal of funding from seven sports Waterpolo, Weightlifting, VI Football, Wheelchair Fencing, Basketball, Synchronised Swimming and Goalball. Board also confirmed the rejection of a new proposal from Beach Volleyball whose funding had been officially withdrawn in December 2013 due to the retirement of their athletes.

Partners

EIS: Board approved the maximum amount of £35,309,580 ring fenced within the financial plan (for years 2 to 4) be awarded to EIS.

EIS will receive £45,900,350 over the 4 year period. These EIS figures include an additional £500,000 to support delivery of British Cycling's R&I programme. In addition to this additional £500,000 EIS are expected to review their overall award to determine how they can release a further £500,000 to support the delivery of the British Cycling R&I Programme to the total sum of £1m as directed by UK Sport.

Board approved conditions of award designed to ensure the EIS becomes leaner, more efficient and, contributes optimally to the achievement of 66 Olympic and 121 Paralympic medals in Rio. Release of funds for years 3 and 4 will be contingent upon adherence to conditions.

WIS: Board approved that WIS is awarded £175,000 for years 2 and 3 to manage delivery of the home country Performance Leader Development Programme (£125,000 operational costs and £50,000 for consultant fees to design and deliver programme).

BAC: Board approved another £110,000 one year award to BAC who will need to provide assurance of their strategic plan for the organisation post 2014 to receive the remaining £220,000 ring-fenced for the organisation.

Unchanged Partner Awards: None of SCUUK, UKSA PLD, SDRP (SRUK), BPPS and BOA requested any new awards and, their awards and conditions remain unchanged.

Conditions of Grant for all awards: Board approved the delegation of authority to officers to determine appropriate conditions of grant for all awards recommended in the paper.

6.4 Representations following Funding decisions

DC introduced paper UKS04 and discussed if Board wanted to hear Representations and if so, the forum to which Representation should be heard.

Board agreed to hear Representations from Sports that had a negative

outcome from the Annual Investment Review process. Those representations will be heard by the Board before the 18th March Board Meeting.

6.5 Annual Investment Review Communication Planning

LN presented the communications plan for notification of the Annual Investment Review decisions to the Sports, Partners, landscape stakeholders, staff, the Media and Public. The notifications are scheduled for the 4th February.

6.6 Timetable for Exploring UK Sport's Future Strategy

RC introduced paper UKS 05 outlining the timetable for Exploring UK Sport's Future Strategy.

Board agreed the updated timetable as follows

- **7th May** (9-11am): '**Future Strategy Discussion 2**'
- **24th June** (12-5pm): Board Effectiveness session 12-5pm. Evening and dinner. '**Future Strategy Discussion 3**'.
- **25th June:** Board agenda includes Pyeongchang 2018 investment decisions
- **17th September** (9-11am). '**Future Strategy Discussion 4**'. Followed by main Board agenda (11-3pm)

6.7 Major Events Hosting Objectives beyond 2019

SM introduced paper UKS 06 regarding the extension of the Major Events programme beyond 2019. Officers had reviewed the current hosting objectives (and their weighting) and proposed a revised set of five objectives for the programme beyond 2019. Board was invited to comment on the revised objectives.

Board agreed that the Engagement objective should contain an indicator that more explicitly referenced participation. Board discussed the new objectives around Volunteering and Reach and decided that the Volunteering objective should be removed but the Reach objective be retained. The additional percentage of weighting from the Volunteering objective would be redistributed equally across the Performance and Engagement objectives.

Board sought clarification on whether sports could apply for more than one event to be supported in any one year. It was agreed that this issue would be considered further at the Major Events Panel, and that this would be addressed in the revision of the Major Event Investment Principles that would be brought back to Board. **(Action UKS)**

Board approved the four objectives (Performance, Engagement, Economic and Reach) and their respective weightings. Board also agreed the scope of the Core Events Programme as senior World

Championships, European Championships and premium World Circuit events in Olympic, Paralympic and Commonwealth Sports and staged between April 2019 and March 2023 inclusive.

6.8 UK Sport Board and Panel Membership

LN introduced paper UKS 07 drawing Boards attention to the current membership of UK Sport Panels.

Board approved Philip Kimberley is appointed as Chair of MEP to take over from Mark Hanson from an agreed point of handover (prior to July 2014) to the end of PKs term of appointment as a UK Sport Board Member(in 2015) .

Board agreed that Board Member recruitment should be activated as a matter of urgency with DCMS. (Action UKS)

Board agreed to consider whether it wishes to appoint a new Deputy Chair.

Board approved that David Bedford is appointed as a new independent member of the Major Events Panel.

7.1 Mission 2016 Update

The Board acknowledged paper UKS08 and no further discussion needed.

7.2 Tour De France Update

PK gave a verbal update on progress with the planning for the 2014 Tour de France, confirming overall that the company is being well led by the Company, but that the complexity of the event over three days with multiple local deliverers remains a key challenge.

7.3 Board Calendar

The Board acknowledged the calendar and no further discussion needed.

8. Any other business

There was no other business.

9. Date of next meeting: 18 March 2014