



**Minutes of the UK Sport Board Meeting held  
on 27 September 2017  
at  
UK Sport, 21 Bloomsbury Street, WC1B 3HF**

**Present**

**Chair** Dame Katherine Grainger

**Attendees:** Nick Bitel  
Mel Young  
Nicky Roche  
John Dowson  
Sarah Springman  
Neil Chugani

Francesca Broadbent DCMS  
John Steele Observer

**UK Sport Staff** Liz Nicholl Chief Executive  
Simon Morton Chief Operating Officer  
Chelsea Warr Director of Performance  
Vanessa Wilson Director of Commercial &  
Communications  
Jonathan Bennetts Acting Director of Finance, Investment &  
Business Services  
Jane Purdon Head of Governance and Leadership  
James Bell Performance Projects Lead  
John Donnelly Head of Sport Integrity  
Paul Buxton Head of Performance Investment Policy  
Krystle Fonyonga General Counsel

**Board Secretary** Jordana Wicks

**1. Introduction and Apologies for Absence**

**ACTION**

The Chair welcomed members to the meeting. Apologies were noted from Lis Astall and Andrew Honeyman. The DCMS was represented by Francesca Broadbent.

Chair updated that Sport NI and Sport Wales appointees to the Board are still yet to be approved by the Secretary of State. The Chair was hopeful that

the Sport Wales appointee would be approved in time to attend the next meeting and be inducted into the Board in advance. A member asked whether the Chairs could attend meetings as observers in the interim. LN replied that the question had been asked of DCMS, who responded that this would not be permitted, as it could undermine the appointment process.

The Chair reported that following feedback from one to one meetings with members, the Board papers for this meeting aimed to be more concise and that a cover sheet had been introduced to make the focus of papers and the requirement of Board clear.

## **2. Declarations 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.

The following declarations were noted in respect of the agenda:

- Sarah Springman and Triathlon and Rowing
- John Dowson and Boccia
- Nicky Roche and Canoeing, BEF, the Dame Kelly Holmes Trust with regards duty of care and the Major Events Commonwealth Games Assessment Panel
- Neil Chugani and Rowing
- Katherine Grainger and Rowing

## **3. Chair's Introductory Remarks**

The Chair updated Board on her first few months in the role and on a recent meeting with the 'Every Sport Matters' group of eleven unfunded sports.

## **4. Approval of the Minutes and Matters Arising**

The minutes of the meeting on 28 June 2017 were approved as a true record of the meeting.

LN referred the Board to the action log, and provided updates on the items that were not already on the agenda to be addressed at this meeting. A member commented on the item regarding the Mission Report, expressing a view that it is too reductive to judge the high performance system as both strong and sustainable – the two should be separate.

## **5. Executive Team Report**

LN referred to the new format Executive Team Report, which is now shaped by the Vision, Mission, Objectives, Strategies and Tactics as opposed to departmental updates. She advised that the next step is for Directors to review the document before it comes to Board, to ensure it features only the top priorities.

LN provided Board with some other key updates;

It was reported that UK Sport is working jointly with the BOA and BPA to audit commercial assets across the high performance system and consider what could potentially be done differently to create more income. This audit has gone out to tender, with a view to appoint in October and for the work to be completed by the end of January 2018. It was noted that this is part of the bigger challenge of submitting a case of 'best endeavours' to reduce the system's dependency on public funding to DCMS by 31 March 2018. A member asked how Board would be engaged with this work and it was noted that the January 2018 Board Meeting would be critical for discussion about this. Another member enquired as to what DCMS will do with this report. FB responded that at the midway point of the settlement, it is a demonstration of good faith on what more could be done. A member asked that the Home Country Sports Councils (HCSCs) should also be considered by whoever is engaged in this work.

**UKS**

There was a brief update about the 2022 Commonwealth Games bid process, where it was noted that the importance of the success of all home nation teams had been highlighted to DCMS.

A member asked whether there had been any indication of risk around the Pyeongchang Winter Games in light of recent developments in the Democratic People's Republic of Korea. The Chair advised that regular updates are received from the BOA/BPA who have good intelligence and no change at this point has been indicated.

## **6. Updates from HCSCs**

MY (sportscotland) and NB (Sport England) updated on recent progress and challenges.

## **7. Finance Update – 2017/21 Financial Plan**

JB reported on the 17/21 financial plan, with focus being on National Lottery income and the World Athletics Championships financial outturn. SM added to this, providing a more detailed explanation of some of the financial and operational challenges with this event and the ongoing work to finalise the accounts. NB left the meeting during this item due to a conflict of interest that arose in relation to an aspect of the discussion.

JB referred Board to the dashboards which accompanied the Board Paper and welcomed any feedback on this more visual method of reporting.

A member enquired why UK Sport applies the mid-way point of the DCMS lottery forecast range as opposed to the more conservative lottery income forecasts supplied from the recent NERA report, commissioned by the Gambling Commission. JB responded that the approach taken by UKS is in line with the official Camelot forecast and also in line with the approach taken by many other Lottery distributors. The forecast position will continue to be monitored closely and as it stands the current year actuals are tracking right in line with the official Camelot forecast.

JB advised that advice on the future of the employee pension scheme for new members would be brought to Board in December. As a very complex matter, JB suggested it might be useful for Board to be sighted beforehand and so extended an offer for any members to be involved in a session with consultants in October, alongside John Dowson and Anwar Ahmed from the Audit Committee. NB expressed an interest in attending but was unable to attend due to the timing of meeting so JB agreed to share the report with NB for comment.

## 8.1 For Approval

### **Lis Astall re-appointment to UK Sport Audit Committee**

**Board approved the re-appointment of Lis Astall to the UK Sport Audit Committee for a term in line with her appointment as a Board Member (ends October 2019).**

It was noted that the Terms of Reference state that there should be 'at least three' Board members represented on the Audit Committee. Chair of the Audit Committee, JD, reported that the next meeting has been rescheduled to ensure a quorum as LA is unlikely to be available. Another member expressed that it would not be good governance to have a majority of non-Board members on this Committee and so it was agreed that MY would seek to attend at least the next meeting, while the two new Board Members are being recruited.

### **John Steele re-appointment as Chair of the English Institute of Sport**

JS left the meeting for this item. **Board approved the re-appointment of JS as Chair of the English Institute of Sport for a second four year term** and discussed due process and the means of assessing performance. It was noted that in addition to CW, one of the new UK Sport Board Members to be recruited would be appointed to sit on the EIS Board in due course.

### **E-distribution of Board Papers**

JW summarised a proposal for a Sharepoint Board Portal to be introduced for the distribution of UK Sport Board Papers. This follows discussion on Cyber Security at the previous meeting and seeks to improve the current process. **Board approved the introduction of a Sharepoint based Board Portal from January 2018.**

UKS

### **Eligibility Sub Committee Terms of Reference**

Board discussed the draft Terms of Reference of the Eligibility Sub Committee. Subject to amendments being made to the provisions relating to term lengths and the ability of the Committee to meet without the Chair, **Board approved the Terms of Reference – to come into force at the point when new appointments to the Committee are formalised.** It was further agreed that the summary outcomes of any meetings of the Eligibility Sub Committee would be provided to Board and that, annually, Board would review the Terms of Reference.

BOARD

## 8.2 Governance Code Update

Jane Purdon, Head of Governance and Leadership, attended the meeting to provide an update on the implementation of the Governance Code; to seek comments on a draft UK Sport Diversity Action Plan (focused on the Board); and to discuss a set of principles to guide the process of determining compliance and the consequences for non-compliance.

JP outlined the progress being made by funded organisations as they sought to implement the Code ahead of the forthcoming deadline. NR left the meeting when discussion turned to the British Equestrian Federation. Further discussion was had on how the Governance Code might apply in the home countries, with a member requesting enhanced communication to explain the governance work that already exists across the home countries. JP referenced the recent internal audit into UK Sport's own Governance Action Plan, which had produced useful recommendations, and confirmed that the full report will be presented to the UK Sport Audit Committee in November.

UKS

A draft UKS Diversity Action Plan (focused on the Board) was then discussed. Board commented that the current Plan only covered the Board, not the wider organisation, Councils, Panels and subsidiaries, and could therefore go further. Discussion was had regarding the objective of achieving 'cognitive diversity' and it was agreed that future discussion is required on this important subject. **Board approved this Diversity Action Plan subject to incorporation of its feedback and a recirculation prior to its formalisation.** UKS

Finally, discussion turned to the principles to guide the process of determining compliance and the consequences of non-compliance. Reference was made to the excellent collaborative working between UKS and Sport England on this work. The importance of alignment between UK Sport and Sport England in respect of assessing compliance against the Code for jointly-funded sports was noted. In terms of the specific consequences of non-compliance it was felt that, whilst alignment between the two organisations was desirable, there may be circumstances where different consequences were applied due to their different investment approaches. **Board approved the principles, subject to showing when and how the UK Sport Board will be engaged, and clarity on the 'appropriate seniority' when referring to those who determine compliance. It was noted that these principles may be subject to change once considered by the Sport England Board. It was agreed that they would be recirculated to Board if any fundamental changes are made.** UKS

A member noted that compliance with the Code will result in a number of new Board Members entering the system and enquired as to whether support and training will be provided. JP confirmed that offers of support will be targeted to where there is the most significant volume of change, and also referenced forthcoming UK Sport-led Governance Seminars on directors' duties which will be made available online.

A member asked whether funding to any non-compliant sports could be suspended in the first phase and who takes this decision. **It was agreed that Board should make decisions regarding suspension of funding.**

### **8.3 Recommendations from the Major Events Panel**

Board was asked to consider and approve the Major Events Panel's recommendation to invest into the hosting of the 2022 World Gymnastics Championships in Liverpool. SM summarised the benefits associated with hosting the event and advised the Board that, subsequent to the Major Events Panel, the investment recommendation had been lowered to £1.754m. It was confirmed by SM that this award aligns with UK Sport's new Events Hosting Strategy; has been identified as a high priority within the £10.8m interim budget identified for Pinnacle Events in the 2021-2025 cycle; and that the case was well articulated by the applicants at the Major Events Panel. **The Board approved an investment of up to £1.754m towards the 2022 World Gymnastics Championships in Liverpool, subject to the conditions proposed in the recommendations paper.**

## **9.1 2017/18 KPIS agreed with DCMS**

Board noted the KPIS agreed with DCMS for the year 17/18 in the context of Government Sports Strategy, Governments Investment and Underwrite - and UK Sport agreed Vision, Mission and Objectives agreed by Board.

## **9.2 Strategic Communications Planning**

In addition to a Paper on UK Sport's overarching Strategic Communications Plans, including Communication activities delivered since the previous meeting, those planned for the next 12 months, and information on an analysis and insights portfolio being commissioned, VW presented Board with an analysis of recent media coverage and public attitudes in respect of the 5 key narrative themes (Interest, Inspiration, Investment, Integrity and Impact). This is prompted much engagement and discussion on the subject.

A member enquired as to whether social media is included in the media analysis. It was confirmed that in this instance it was not, but was recognised that as a highly influential medium, this should be factored into future reporting to ensure a full picture of the reach of UK Sport.

VW went through the results of the public attitudes piece by key narrative themes and confirmed that this would be done quarterly going forward, and that for the next Board meeting a report commissioned on the social value of medal success would also be provided for discussion.

VW summarised some key learnings as follows;

- Focus of resource on delivering mini-campaigns can be very successful (eg. #TeamParkrun) in terms of volume and favourability of media coverage as well as demonstrating wider socio-economic impact of investment into Olympic and Paralympic success
- Sports should be encouraged to prepare to capitalise on medal success in respect of 'inspiration to participation' as clearly the evidence suggested the public are inspired by the success of Olympic and Paralympic athletes
- More work collectively and collaboratively across the system with UKAD on promoting anti-doping messages
- Engagement with athletes on a personal level from the public is high, therefore any future campaigns and communications could usefully focus more on their personalities and back stories, not just their performance

## **9.3 Sport Integrity**

### **Developing the High Performance System Values and Behaviours**

James Bell, Performance Projects Lead, attended the meeting for this item and with CW, outlined the work on driving a culture of integrity, professionalism and organisational excellence across the high performance system. JBell explained the objective of producing Values and Behaviours guidance for the system, which was the key recommendation from the Lane 4 report of the Culture Capture consultation with stakeholders. A workshop session followed, with Board and the Executive discussing in groups;

1. Four draft Values
2. How the values could be embedded into the system
3. How it can be determined in four years' time whether this has been

successful

Feedback was provided from each group to be incorporated into the final document, with the aim that this be launched by the Chair at the World Class Performance Conference in November. It was confirmed that further engagement with Board would take place at the December Board Meeting and a rollout plan would be presented for approval at the January 2018 meeting.

UKS

Board expressed that they would like to be sighted on the Lane 4 Culture Capture Report. It was agreed that this would be circulated and feedback invited.

UKS

### **Culture Health Check Update**

JBell and CW provided a high level progress report on the Culture Health Check work and some very early intelligence. It was confirmed that the full overview will be presented to Board at the December meeting and that UK Sport and EIS would be undertaking their own internal Culture Health Checks in October.

UKS

### **Sport Integrity across the UK High Performance System**

John Donnelly, the recently appointed Head of Sport Integrity, was introduced to Board by SM. JD summarised his early observations and analysis of how the high performance system deals with allegations of unacceptable behaviour and how this could be improved. While acknowledging that UK Sport's primary role is one of oversight and assurance, in the context of public funding, a key topic of discussion was how interventionist UK Sport should be in this area. Board discussed the type of actions that UK Sport could undertake at three levels across the system namely: supporting NGBs in their responsibility to identify, investigate and resolve allegations; increasing the role of UK Sport in assuring the processes used by NGBs; and clarifying and strengthening the role of independent third parties. It was noted that UK Sport's funding Eligibility Policy applies in respect of the conduct of athletes and athlete support personnel. It was also noted that UK Sport is currently conducting reviews to inform future support and investment into the British Athletes Commission and Sports Resolutions UK.

NC left the meeting.

### **9.4 Tokyo 2020 Event Changes**

Paul Buxton, Head of Performance Investment Policy, attended the meeting for this item and presented an overview of the recently announced changes to the Tokyo 2020 Olympic and Paralympic programmes and the potential implications for GB medal success. He reported that these represent 19 new event opportunities for Team GB across the currently funded sports while 9 have been lost, with the high level view being that overall the changes could enhance the medal potential within the existing total Olympic range. It was noted that outstanding Paralympic changes in major medal sports (Athletics, Swimming and Triathlon) will be confirmed later this year or during 2018. All sports will be given the opportunity to highlight any key opportunities and risks relating to event changes as part of their Annual Review submission. He also stated that Annual Review recommendations would be presented to Board in January 2018.

## **9.5 Beijing Investment Update**

PB continued, giving Board a brief update on Winter Sport Investments. It was reported that the Beijing Investment process has now reached Phase 3, where strategies and budgets from all sports are to be reviewed, with final pre-games submissions due at the end of the month (September). PB drew attention to the sports where it was proposed that the award recipient was not the governing body and advised that Figure Skating had decided to not submit until post-games.

A member proposed an idea to further challenge sports to seek greater efficiency, by asking them to determine what could be done with, hypothetically, less investment. The purpose of the exercise would be to reduce 'what it costs to win' as part of the work to consider ways to reduce dependency on public funding. It was agreed to pilot a further stage of budget scrutiny process with one sport and for the Executive to take this forward.

**UKS**

## **10. Information Papers**

The Chair referred Board to a list of information papers they had received in between Board Meetings;

- UKSINFSEP171 – Great Britain and Northern Ireland's Performance at the World Athletics Championships 2017
- UKSINFSEP172 - Major Events Strategy – Programme Review Summer 2017
- Minutes of UK Sport Audit Committee – 6 September 2017
- Minutes of UK Sport Major Events Panel – 30 August 2017
- Minutes of EIS Board – 7 June 2017
- Minutes of Yorkshire 2019 Board – 18 July 2017

Board were given opportunity to raise any questions on these papers.

It was confirmed by SM that in respect of the World Athletics Championships, a paper would be provided from a major events perspective once the debrief process has been completed.

## **11. Any other business**

LN updated Board of the recent issues that had been made public with regards to women's Bobsleigh and confirmed the processes that have been put in place to monitor the situation and UK Sport's investment.

The meeting concluded at 15.35pm.

**Date of next meeting: 6 December 2017**