



**Minutes of the UK Sport Board Meeting held
on 6 December 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

Andrew Honeyman DCMS

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
Ian Robinson	Head of Corporate Strategy
Paul Buxton	Head of Performance Investment Policy
James Bell	Performance Projects Lead
John Donnelly	Head of Sport Integrity
Jane Purdon	Head of Governance and Leadership
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, Neil Chugani and John Steele.

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:

- Sarah Springman and Triathlon and Rowing
- John Dowson and Boccia
- Nicky Roche and BEF and the Dame Kelly Holmes Trust
- Katherine Grainger and Rowing

3. Chair's Introductory Remarks

The Chair updated that Sport NI and Sport Wales appointees to the Board are still yet to be confirmed by the Secretary of State. The Chair was hopeful that the appointee from Wales would be approved in time for the next meeting on 31 January and noted that she and LN had met with the Sport NI Chair at the recent UK Sport World Class Performance Conference.

The Chair updated on the recruitment process for the two new UK Sport Board members, of which she was a Panel member. She advised that the appointments of the two successful candidates was scheduled to be confirmed by DCMS by the end of the year. The Chair agreed to share her experience of the process with NB, as Sport England will soon be looking to recruit.

4. Approval of the Minutes and Matters Arising

With the below amendments, the minutes of the meeting on 27 September 2017 were approved as a true record of the meeting;

8.1 The number of Board members represented on the Audit Committee to be corrected to 'at least three'.

9.3 Sport Integrity across the High Performance System - an additional line to better reflect the discussion had around UK Sport's primary role being one of oversight and assurance, in the context of public funding, when discussing how interventionist UK Sport should be in this area.

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 requested an update on an Eligibility Sub-Committee case. SM confirmed that this was ongoing and that Board would be advised of the outcome.

UKS

5. Executive Team Report

LN referred to the Executive Team Report, which is now shaped by the Vision, Mission, Objectives, Strategies and Tactics.

LN provided Board with some other key updates;

- Work is taking place with Lottery Distributors to develop a 'One

National Lottery' Campaign to amplify awareness of the 'good cause' impact. UK Sport is held up as a model in its messaging.

- A new CEO has been appointed at Camelot and attended the most recent Lottery CEO Forum Meeting. The Forum is also engaging with DCMS and the Gambling Commission.

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, focusing on significant financial implications, risks and/or opportunities across all strategies. In particular, he referenced;

- That the amount of the 2017/18 underwrite has now been agreed and formally approved by DCMS.
- JB explained that the actual lottery income received for the full year will fluctuate from the amount assumed at the time of the approved underwrite and the difference will be adjusted for in the subsequent year. A member suggested that clarity be sought from DCMS on how a scenario where lottery income fell below the figure assumed at the time of the underwrite would be managed and specifically whether or not the shortfall would risk impacting on subsequent years underwrite.
- The updated forecast for the expected share of savings from the World Athletics Championships.
- The costs of defending the Jess Varnish legal case, to be heard in an Employment Tribunal in April 2018.

8.1 Recommendations from the Major Events Panel – 7 November 2017

Board was asked to consider the Major Events Panel's recommendation to provide an award towards the bidding and staging of the 2020 Para Cycling Track World Championships in Newport (Wales).

SM outlined the strategic benefits and risks of the event. He explained that members of the Panel had felt that British Cycling should not recharge the event budget for the provision of staff from the NGB's Major Event Team and should therefore be asked to absorb these costs. SM noted that British Cycling had since agreed to absorb half of this cost. A member suggested that consideration be given to flexing the clawback arrangements in order to incentivise contributions from the sport.

Board approved the award of up to £257k to British Cycling Events Ltd to support the bidding and staging of the 2020 Para-Cycling Track World Championships.

SM provided an update on the bid to host the World Gymnastics Championships in Liverpool, which Board had agreed to invest up to £1.75m into at the previous meeting. Board was informed that the event partners had concluded that a bid was viable for 2022, even if Birmingham was to be successful in its bid to host the Commonwealth Games that year.

SM highlighted to the Board that, subsequent to previous updates and in line with the Board's expectations, a funding agreement to invest up to

£15m that had been provided by DCMS to support the 2021 Rugby League World Cup had been finalised and signed by all parties.

8.1 Performance Investment : Paris Cycle Planning

Ian Robinson, Head of Corporate Strategy, and Paul Buxton, Head of Performance Investment Policy, outlined a proposed timeline and process for developing UK Sport's approach to Performance Investment in the Paris Olympic and Paralympic cycle to help prepare for more detailed discussion at forthcoming Board meetings, with a view to agreeing the key principles in December 2018. It was noted that separate Board time would be allocated across 2018 for in depth strategy formulation – with an invitation to be extended to the Minister at an appropriate stage.

The need to ensure that current and new Board members understand the journey to date, and the opportunity presented by the new perspective and skills that new members will bring, was discussed.

It was acknowledged that due to the uncertainty around resources, any strategy will need to be scalable. AH confirmed that there are no plans to change the Government's Sport Strategy, therefore the development of UK Sport's strategic approach for investment into Paris 2024 should take place within this context. It was agreed that any public consultation would be best timed to take place after the Commonwealth Games in April 2018 and following Ministerial input.

General discussion followed and included; a suggestion to think radically and seek input from beyond Board, scenario planning, tipping points, diversity and financial sustainability.

Board and the Executive split into two groups for discussion around success factors to date, the information Board felt they would need during the process and the key strategic questions that should be considered. These were captured for the Executive to feed into the next steps and it was agreed that the summarised discussion points would be circulated to Board before the end of the year.

UKS

8.2 Athlete Voice and Representation

SM and John Donnelly, Head of Sport Integrity, shared the findings of a review into the future of athlete voice and representation across the high performance system and sought endorsement of proposals to realign UKS' support of athlete voice and representation, and approval for additional resources for this area of work.

Detailed discussion followed, including on the Duty of Care Review, the concept of a sport ombudsman, athlete voice into UK Sport and compliance with the Governance Code.

A member suggested that some of the draft language relating to the connection between athlete representation and UK Sport be reconsidered. The Executive agreed to look at this.

UKS

Board agreed that a planning figure of up to £1m be communicated to the BAC as a provisional UK Sport investment for the Tokyo Cycle. Board delegated authority to the executive to agree a final figure following the submission of a strategy from the BAC.

The Board agreed that support for the British Athletes Commission (BAC) for the remainder of the Tokyo Cycle should be focused on establishing the organisation as an expert provider of independent and confidential advice, support and mediation for athletes, subject to the wording discussed.

Board also approved an extension of the current award by three months (if necessary) to allow BAC sufficient space in which to make the necessary changes.

9.1 Culture Health Check Update

James Bell, Performance Projects Lead, attended the meeting for this item and with CW, provided Board with an overview of the Culture Health Checks that were conducted within funded summer Olympic and Paralympic WCPs between July and November 2017 through a process developed by the system, for the system.

High level key observations which came out of the global report were shared and discussion was had by Board.

CW confirmed that Culture Health Checks will be conducted on an ongoing basis and that ways of making them more dynamic would be explored.

9.2 Developing the High Performance System Values and Behaviours Update

CW and J.Bell provided Board with an update, following initial discussion at the previous meeting, on the process and consultation that has, to date, been undertaken to identify and more clearly define a set of industry Values and Behaviours that can be universally agreed, adopted and embedded across the UK High Performance System.

Board were presented with the most current thinking, based on feedback from WCP Performance Directors, Home Country Sports Institutes, the Coaching Fellowship and other system partners, as well as input collated directly from the Board at the previous meeting.

Board gave further input and it was explained that the next steps will include discussion with BOA and BPA to ensure that their Games time focused values can also align. It was confirmed that a more comprehensive report, including a detailed plan to embed the Values and Behaviours across the System, will follow in March.

9.3 Governance Code Assessment Update

Board received an update from SM and Jane Purdon, Head of Governance and Leadership, on Governance Code assessments, noting that the Board has a formal responsibility to determine the consequences of non-compliance (should an organisation's remedial period expire without satisfactory resolution).

JP summarised the vast undertaking of the Governance Team in assessing

compliance and shared that very high levels of compliance were likely. It was reiterated that this has been a good example of joint working between UK Sport and Sport England. A member highlighted that UK Sport needed to be aware of the compliance status of organisations that it might consider funding in the future, in addition to those currently funded.

JP explained that diversity remains an area where greater improvement is needed across the sector. JP fed back that UK Sport's own Governance and Diversity Action Plans are compliant, as are those of its wholly-owned subsidiaries, the EIS and Yorkshire 2019. It was confirmed that the final version of UK Sport's Diversity Action Plan would be circulated in the following week. Following a member's suggestion, SM agreed that specialist external support could be beneficial to drive forward support for greater diversity.

UKS

SM observed that there was a need to recalibrate UK Sport's relationship with NGBs in this area in 2018, following this long and challenging piece of work.

9.4 Strategic Communications Planning

VW updated on progress with the delivery of UK Sport's new Communications Strategy and presented a summary of proactive activity, recent analysis of media and social media coverage, public and political attitudes in respect of the five narrative themes and the latest evidence gathered around the social value of medal success. Plans to share findings and engage with HCSCs and to instigate a longitudinal survey were also confirmed.

VW reported that a Communications Group has also been established to support sports on cross sector issues, challenges and opportunities and to address skills gaps, co-ordinated by UK Sport.

10. Information Papers

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

- UKSINFDEC171 - VMOST Mission Control
- UKSINFDEC172 - Olympic and Paralympic Summer Sports – 2017 Milestone Target Performance Overview
- UKSINFDEC173 - PyeongChang Olympic and Paralympic Medal Targets and Plans for Announcement
- UKSINFDEC174 - Sport Intelligence System Data Wide Strategy Update
- UKSINFDEC175 - Financial Sustainability Update
- UKSINFDEC176 - Pension Scheme Status Report

Minutes:

- Audit Committee – 14 November 2017
- Major Events Panel – 7 November 2017
- Wholly Owned Subsidiary Minutes
- EIS Board – 13 September 2017
- Yorkshire 2019 Board – 14 September 2017

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

JD raised an inaccuracy with regards Boccia in paper UKSINFDEC172. The Executive agreed to review this.

UKS

MY was thanked for representing Board at the most recent Audit Committee Meeting.

11. Any other business

With no other business, the meeting concluded at 15.05pm.

Date of next meeting: 31 January 2018