



**Minutes of the UK Sport Board Meeting held
on 2 December 2015 at sportscotland, Edinburgh**

Present

Chair Rod Carr

Attendees: Louise Martin
John Dowson
Sarah Springman
Lis Astall
Laura McAllister
Nicky Roche
Brian Henning
Nick Bitel
Neil Chugani

UK Sport Staff	Liz Nicholl Simon Timson Simon Morton Vanessa Wilson	Chief Executive Director of Performance Chief Operating Officer Director of Commercial & Communications
	Ian Robinson	Head of High Performance System Strategy (item 8.1)
	Vijay Parbat	Head of Legal

Observer John Steele

Board Secretary Nicky Anderson

1. Introduction and Apologies for Absence

Action

The Chair welcomed members to the meeting. No apologies were received.

2. Chair's Update

Chair congratulated the Executive Team on their contribution to the positive outcome of the Comprehensive Spending Review.

The UK Sport World Class Performance Conference received excellent feedback and Board congratulated the Coaching Team on the content and delivery of the event.

The Chair in referring to recent media attention around the International Association of Athletics Federations (IAAF) and anti-doping, emphasised that the governance of sport was fundamental to the success of combatting doping in sport. The Board will have a discussion later in the meeting.

3. 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.

There were no declarations of interest.

4. Approval of Minutes

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

5. Matters Arising

LN updated on the Board action log and highlighted:

The Governance Framework is scheduled for completion in June 2016 (subject to the Department of Culture Media and Sport (DCMS) Sport Strategy) and will be developed jointly with Sport England with input and engagement with the other Home Country Sports Councils.

Board will receive updates on both Road to Rio ticket sales and Project Para and its connectivity with Home Country Sports Councils in February 2016.

6. Executive Team Report

LN drew Board's attention to several issues that are being worked through with the EIS and will update Board at a future meeting. At its core is the positioning of EIS as an unrivalled service-led organisation and the need to ensure that any adjustments are ready for the start of the next cycle. This has led to discussions at EIS Board on their strategy and planning. Because this will need to come to UK Sport Board for decision it was noted that RC, as a director of EIS, has removed himself from the discussions and decisions being made at the EIS Board.

SM updated the Board on the current status of the review that UK Sport has jointly commissioned with British Judo Association on the circumstances that led to the withdrawal of the 2015 European Judo Championships. The Board was reassured that lessons learnt and recommendations would be contained in the report.

Board discussed if there were any lessons learnt from the cancellation of the Big Air World Cup and how events should be contracted with private event promoters. Board was reassured that this will be looked at as part of the events strategic review.

UKS

7.1 Finance update and Spending Review

LN drew Board's attention to a letter from the DCMS Permanent Secretary commending the finance team on the accuracy of the financial reporting and on feedback from Treasury commending the Spending Review business case and the strong alignment of resources to outcomes.

LN updated Board on the most recent financial forecast against the 2015/16 financial year and 4 year plan. UK Sport is forecasting a breakeven position in the Exchequer accounts and a deficit in the Lottery accounts in line with forecast projections. The 2013/17 financial plan has been updated to reflect to 2015/16 forecast changes and some minor movements in 2016/17.

Board, once again, acknowledged the work and congratulated the Executive Team on the outcome of the Comprehensive Spending Review.

SS joined the meeting.

8.1 Tokyo Strategy Vision Mission and Objectives

IR shared the latest Vision, Mission and Objectives, incorporating Board's feedback from the last meeting.

Board discussed the latest version and approved the Vision, Mission and Objectives with the following changes incorporated.

Vision – Agreed with no changes

Mission – Remove '2020', then current wording is agreed 'as is'. Must also consider impact of 'world stage' wording on Home Country Sports Council Commonwealth Games plans within wider strategy development.

Objectives – All wording/changes agreed 'as is', subject to the consideration of KPIs for the following:

- Ensuring a sustainable System as well as a resilient one.
- Incorporating a 'soft power' KPI into Objective 7, including International Influence.
- Being clear about 'evidence of challenge' within the KPIs for Objective 7

Agreed Final Version

Vision

A nation inspired by Olympic and Paralympic Success

Mission

Driving and showcasing British medal success on the world stage

Objectives

- Secure and optimally invest our resources to develop and sustain success
- Enable World Class Programmes to deliver the best ever away Games performance at PyeongChang and Tokyo
- Enable World Class Programmes to recruit, retain and develop cohorts of athletes capable of sustaining consistent medal success through to 2028
- Drive the evolution of a world leading and resilient High Performance System
- Host a world-leading portfolio of international sporting events
- Maximise the inspirational impact of British elite athletes to deliver sporting, social and economic benefits
- Drive and influence the highest standards of professional, organisational and ethical conduct in national and international sport

8.2 Audit Committee TOR Annual Review

LN reminded Board that the Audit Committee reviewed their terms of reference at the September meeting, and highlighted the minor amendments which have been made.

Board noted the changes and approved the revised terms of reference.

9.1 Rio Performance Update

ST introduced paper UKS 55 giving a high level overview of the outcomes to date of the Summer Olympic and Paralympic sports' Milestone Target (MSTs) events for 2015. Board was reminded of UK Sport's high-level aspiration for the Rio Games: to achieve more Olympic and Paralympic medals than the London 2012 Games while maintaining a sustainable high performance system. A presentation was made with an interpretation of all relevant performance data, system insights and diagnosis in relation to the Rio Games and the size and scale of the challenge that lay ahead to achieve the aspiration.

9.2 Rio Targets – communications plan

VW presented the communications plan outlining the strategy, timescales and tactics for managing expectations with the media around Rio medal targets and prospective outcomes.

Board discussed the importance of enhancing the understanding of all relevant stakeholders, including DCMS, on the messaging.

9.3 Risk Register

LN introduced paper UKS 56 and reminded the Board that the Audit Committee reviews the corporate risk register quarterly and it is then reviewed annually by Board. The Audit Committee has participated in a risk management workshop and, as a follow up, risks had been regrouped around themes and draft objectives. The intention is for future Audit Committee discussions to focus on themes.

Board discussed business continuity, nuances of funding at home country level and impact on pathway, alignment to sport strategy and governance standards. Specific risks were raised by Board such as, changes by the International Olympic Committee (IOC)/International Paralympic Committee (IPC) to sports and events in future games, a conduct related incident in a sport, and loss or theft of corporate data. In respect of some of these risks, where they arise in a sport it was noted that UK Sport would be reliant on good quality reporting from NGBs.

Board discussed if there were risks to performance outcomes at winter games. This will be covered in the annual review of winter sports which will take place in June 2016.

9.4 International Intelligence Report

SM presented a briefing to Board on the international context of UK Sport's activity, highlighting the significant international decisions that can impact on the areas of performance, major events and governance, and explained the current importance of understanding the potential changes to the Olympic and Paralympic Programmes.

SM briefed the Board on recent questions around UK Sport's support to UK Athletics for Sebastian Coe's campaign to become President of IAAF. It was noted that support for the election campaigns of nominees from the UK had been an element of UK Sport's International Relations work for some time, with the objective being that the UK plays a strong and active role in helping to lead and reform world sport. The Board re-stated its support of this investment activity and of this particular campaign, whilst agreeing with officers that it would be appropriate to further enhance the process for supporting nominees – for example through greater due diligence of NGB nominees.

10.1 Athlete Volunteer Programme including the new impacts pilot

The paper was received for information. Board agreed to defer any points they wish to raise to the 3 February 2016 Board meeting.

10.2 International Development Transition

The paper was received for information. Board agreed to defer any points they wish to raise to the 3 February 2016 Board meeting.

10.3 Annual Governance Review

The paper was received for information. Board agreed to defer any points they wish to raise to the 3 February 2016 Board meeting.

10.4 September Audit Committee minutes

JD updated Board on the Audit Committee meeting which took place on

the 18 November. The meeting focused on changes to the terms of reference (approved earlier in this Board meeting) and pensions. A more detailed review on this will be undertaken in 2016.

Board received and noted minutes.

11.0 AOB

There was no other business

12. Date of next meeting: 3 February 2016