



**Minutes of the UK Sport Board Meeting held  
on 18 May 2016  
at  
UK Sport, 21 Bloomsbury Street, WC1B 3HF**

**Present**

**Chair** Rod Carr

**Attendees:** John Dowson  
Sarah Springman  
Nicky Roche  
Nick Bitel  
Lis Astall  
Neil Chugani  
Louise Martin  
Brian Delaney  
Paul Thomas

<b>UK Sport Staff</b>	Liz Nicholl	Chief Executive
	Simon Morton	Chief Operating Officer
	Simon Timson	Director of Performance
	Vanessa Wilson	Director of Commercial & Communications
	Sophie du Sautoy	Director of Finance, Investment & Business Services
	Paul Buxton	Head of Performance Investment (item 8.1 & 9.1)
	Esther Britten	Head of Major Events (item 10.1)
<b>DCMS</b>	Nick Pontefract	Head of Sport

**Observer** Mel Young  
John Steele

**Board Secretary** Nicky Anderson

**1. Introduction and Apologies for Absence**

**Action**

The Chair welcomed new members to the meeting and congratulated Paul Thomas (Chair Sport Wales), Brian Delaney (Interim Chair Sport N.I) and Mel Young (Chair **sport**scotland from June) on their respective new appointments.

## **2. Chair's Update**

Chair reflected on Governance as a major theme nationally and internationally and emphasised the importance of UK Sport's role in promoting the highest standards of professional and ethical conduct.

Chair drew Boards attention to the two significant items on the agenda, Tokyo Investment Planning and Major Events Strategy.

## **3. HCSC update**

PT, LM, BD and NB updated Board on current matters of strategic interest in each Home Nation.

## **4. 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.

Sarah Springman, Vice President of International Triathlon Union, ex Chair of British Triathlon and member of British Rowing declared an interest in 9.1 and 9.2. Nicky Roche, ex Board member of British Showjumping and John Dowson, Chair of Boccia declared an interest in item 9.1

## **5. Approval of Minutes**

Item 10.4 from the 21 March minutes to read:

"JD noted that the NAO facilitated an Audit Committee self-assessment workshop which took place after the meeting."

Item 9.8 from the 21 March minutes to read:

"Board agreed to submit a formal request to the DCMS for the UK Sport Board to be expanded by up to two additional Independent Members to ensure the right balance of skills, experience, competency and diversity to ensure a sustainable workload for Members."

With these minor changes the minutes were approved as a true record of the meeting.

Minutes from the 4 May meeting were approved as a true record of the meeting.

## **6. Matters Arising**

LN updated on the Board action log. The following items were noted:

The Performance Framework is now embedded into 2017-21 V-MOST planning and an update will be presented in June.

Progress is being made on the UK Sport and Sport England joint actions that came out of the Triennial Review and Sport Strategy Review. There is a joint UK Sport/Sport England reporting mechanism in place and progress is discussed with the DCMS on a quarterly basis. Board will

**UKS**

receive updates at future meetings.

To support the UK Sport review of the effectiveness of the arrangements that are in place to ensure the appropriate use of funding, Accountable Officers of all funded NGBs have been requested to complete and return an assurance statement by 20 May.

LN highlighted that Board might need to make themselves available for an additional Board meeting in the Autumn to prepare for the significant investment decisions to be made in December. Arrangements would be actioned ASAP. **UKS**

NP confirmed that the Chair will need to write a letter to the Secretary of State to seek permission to expand the Board by up to two members. **UKS**

Board requested that the planned review of the Eligibility Policy includes further consideration of the length of the doping ban that is needed to trigger the Policy. **UKS**

## **7. Executive Team Report**

LN introduced the Executive Team Report and drew Board's attention to the volume of work currently being undertaken by the organisation.

LN updated on British Cycling (BC). A joint review has been commissioned by UK Sport & BC. Board discussed support for those involved in the review, was reassured by the steps to be taken and noted that the independent review panel would consider whether to use processes such as Maxwellisation to share the findings of the review with those affected prior to publication.

A series of recommendations for changes to investment in Winter sports will be proposed to Board in June.

Three NGB commercial workshops had been held with the BOA and NGBs to understand how we can collectively work together to be stronger commercially.

Board discussed if there was appropriate financial training available to new Accountable Officers of NGBs. Executive Team will review this under the wider package of induction processes. **UKS**

The EIS Board will review its emerging strategy in June and its submission for investment will proceed through the Tokyo Investment process.

A bid for the Road World Cycling Championships 2019 was discussed and it was noted that the event is a major hosting target for UK Sport. The timelines for a bid were discussed, especially in relation to the other major investment decisions that UK Sport has to make this year.

## **8.1 Strategic & Financial Planning**

SdS introduced paper UKS19 highlighting that the paper is the first in the series of papers and will set the scene for strategic and financial planning for 2017/21. In December 2016 Board will be asked to approve a financial plan for 17/21 alongside a strategy and the investment decisions into the Summer World Class Programmes for the Tokyo cycle. Board reviewed the

potential income scenarios for 17/21 and discussed the underlying assumptions including the basis of the lottery projections for the period, the minimum reserves that should be maintained and that exchequer funding is set to revert to baseline in 20/21.

**Board agreed that the financial and strategic planning should be progressed on the basis of the assumptions set out in the paper, subject to some sensitivity analysis being presented on the lottery income. This would mean that UKS has up to £550m available for 17/21, a roughly overall similar level of resource as has been the case for the Rio Cycle.**

SdS highlighted some of the early indications of where cost pressures for the 17/21 cycle were emerging. Board discussed the proposed process and roadmap for prioritising areas of activity against the UKS Mission, Vision and Objectives previously agreed by Board.

### **9.1 Tokyo Investment Planning**

ST introduced paper UKS 20 and PB presented the conclusion and outcomes of Phase 4 (Evaluation and Indicative Outcomes) of the Tokyo Investment Process which provide an early indication of decisions Board will need to consider in December 2016 to include an outline of the emerging Tokyo Medal Target Ranges and an overview of the indicative costs of supporting sports in the Tokyo cycle.

Board discussed four options to establish an affordable, responsible and sustainable set of WCP investments.

Board agreed that the Executive Team should focus on a combination of Option 1, a meritocratic focus and Option 4, a co-funding approach and suggested the Executive Team explore the potential for holding a small fund for Innovation over the Tokyo Cycle.

**UKS**

### **9.2 Major Events Recommendations**

SM introduced UKS 21.

**Board agreed that there should be no financial award made towards the Wheelchair Tennis Singles Masters 2016, but was supportive of the event being hosted in the UK.** Officers would explore how UK Sport could endorse the event and provide technical support where this might be beneficial.

SS left the meeting

**Board agreed to recommend an award to the British Triathlon Federation of up to £275,000 towards the World Triathlon Series 2017 subject to the conditions outlined in the paper.**

SS re-joined the meeting

Board requested further information be provided to them in respect of the opportunity cost of investing into recommended events, in addition to information on the degree of success of previous events in that sport. The Executive team will look at this going forward.

**UKS**

### **9.3 Athlete International Relations Award**

SM introduced paper UKS 22 and highlighted the importance of supporting people into senior leadership positions in international sport.

Board discussed the increasing potential to support athletes within the governance of international sporting organisations. Board agreed that UK Sport should support proposed activity to ensure that athletes' have a strong voice in their International Federations, however the first port of call for any resource to achieve this should be the NGBs.

### **9.4 Open Board Meetings**

VW introduced paper UKS 23 reminding Board of the recommendation from the Triennial Review on the hosting of an annual Open Board meeting.

**Board discussed the proposed options and agreed to hold a public meet the Board session aligned to one of UK Sport's scheduled Board meetings next year. Board will review after the first session.**

### **10.1 Major Events Strategy Update**

EB joined the meeting.

SM introduced paper UKS 24 and built on the discussion at the March Board around UK Sport's new Events Strategy, and presented a potential scope and scorecard for the new Pinnacle and Performance Events Programmes.

Board considered the proposed scope and scorecard for each of the two programmes and endorsed the broad direction of travel. In discussing the outcomes to be used for assessing the strategic value of events, Board considered how we might weight the outcomes.

Board will receive updates at the next meeting.

EB left the meeting.

### **10.2 2015 European Judo Championship**

SM introduced paper UKS 25 and shared the outcomes of, and lessons from, the independent review into the removal of the 2015 European Judo Championships from Glasgow.

Board considered the conclusions, lessons and recommendations as outlined in the paper. Board suggested that the new Governance Code might apply the lessons learned from this case, in addition to suggesting several changes to the conditions of award around major events.

**UKS**

**Board agreed for UK Sport to publish the report subject to appropriate legal advice being obtained. It was also agreed that UK Sport should enter into discussions with Sport England in respect of the designation of the sport's Accountable Officer to both organisations.**

BD left the meeting.

#### **11.1 2016/17 DCMS KPIs**

Board noted the framework for the new KPIs. Detailed targets will be discussed at a later meeting.

#### **11.2 Athlete Futures Event**

Board received and noted paper.

#### **11.3 EIS Board minutes**

Board received and noted minutes.

#### **11.4 Major Events Panel Minutes**

Board received and noted minutes.

#### **12. AOB**

The Chair thanked Louise Martin for her significant contribution to the UK Sport Board.

#### **13. Date of next meeting: 23 June 2016**