



**Minutes of the UK Sport Board Meeting held  
on 19 October 2016  
at  
UK Sport, 21 Bloomsbury Street, WC1B 3HF**

**Present**

**Chair**

Rod Carr

**Attendees:**

Nicky Roche  
Nick Bitel  
Lis Astall  
Mel Young  
Brian Delaney  
John Dowson

**UK Sport Staff**

Liz Nicholl  
Simon Morton  
Simon Timson  
Chelsea Warr  
Vanessa Wilson

Sophie du Sautoy

Sam Timmermans  
Paul Buxton

Vijay Parbat

Chief Executive  
Chief Operating Officer  
Director of Performance  
Deputy Director of Performance  
Director of Commercial &  
Communications  
Director of Finance, Investment &  
Business Services  
Head of Sports Intelligence (Item 10)  
Head of Performance Policy &  
Investment (Item 10)  
Head of Legal

**DCMS**

Francesca Broadbent

**Observer**

Jordana Wicks

**Board Secretary**

Nicky Anderson

## **PART ONE**

### **1. Introduction and Apologies for Absence**

**Action**

The Chair welcomed members to the meeting. Apologies were received from Sarah Springman, Neil Chugani, Paul Thomas and John Steele.

### **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.

John Dowson as Chair of Boccia; Nicky Roche as Equestrian; Lis Astall as Chair of the Council of British Equestrian Federation; Rod Carr previously with RYA, declared an interest in financial planning session.

### **3. Chair's Update**

Chair reflected on the Team GB/Paralympics GB Hero's welcome in both Manchester and London. There was a good opportunity for ministerial interactions at both events.

Chair invited Board members to attend the World Class Performance Conference where they would have an opportunity to interact on an informal basis with sports. There would also be a specific session for Board members to discuss amongst themselves a topical issue in sport. The Chair proposed that those able to attend discuss ethics and integrity in sport given recent events in this area and this was agreed.

### **4. Approval of the Minutes**

The minutes were approved as true record of the meeting.

### **5. Matters Arising**

The term of Jane Allen on the Major Events Panel had ended. As a sub-committee of Board all appointments and reappointments to the panel are subject to Board's approval. Nicky Roche as Chair of the Major Events Panel proposed Jane Allen be reappointed. Board agreed for Jane Allen to be reappointed as a member of the Major Events Panel.

LN referred the Board to the action log. There was not anything material to draw Board's attention to. LN advised that in future the lead Director's initials would be inserted against the individual actions they are responsible for and this was supported.

**UKS**

## 6.1 Mega Events Strategy

SM introduced UKS 60 as a follow-up to the previous Board meeting, where an initial draft of the UK Mega Events Strategy had been discussed. Officers had made further amendments and sought Board approval to the 'UK Mega Events Policy Framework' as it had been renamed. Board noted that comments were still being sourced from some other organisations across the Home Countries.

Board asked officers to strengthen the measures of success; ensure that Mega Events have strong business cases (complemented by post-event evaluations) and incorporate greater references to the economic and social benefits of hosting events.

Board discussed the proposed indicators and it was agreed that, whilst these were loosely drafted, it was the resulting list of Mega Events that would be most important. It was also agreed that the indicators should be applied in the context of the potential size and scale of an event were it to be staged in the UK.

**Board agreed the UK Mega Events Policy Framework, subject to changes as outlined by Board members, and agreed delegated authority to the Chief Operating Officer to make any minor changes to the Framework that may arise from the separate approval processes across the Home Countries. A final version is to be presented to Board at the next appropriate meeting.** UKS

## 6.2 Eligibility Policy

SM introduced paper UKS 61. It was noted that the policy is a 'living document' that will not cover every eventuality of conduct and as result, may require amendments. Board also commented that having permanent members of the Eligibility Sub-Committee would assist in planning and building knowledge. Consideration should be given to training the committee and seeking the appointment of an independent member.

**Board agreed to:**

**Subject to consultation, implement the changes proposed by Counsel in Appendix 2, paragraphs 36 to 42, which would have the effect of removing the two year trigger point, so that all cases in which a period of ineligibility results from a breach of anti-doping rules can be considered under the Eligibility Policy.**

**Create a permanent Eligibility Sub Committee, rather than draw membership on an ad hoc basis from a pool of Board Members.** UKS

## 7.1 Commercial Strategy

VW introduced paper UKS 62 and updated Board on the timelines of the strategic review of UKS's commercial activity to ensure that its strategy through to Tokyo 2020 is targeted, relevant and appropriately resourced. Board welcomed the plan and initial comments to be taken into account in the review include how UK Sport's commercial activity affects sports and who is best placed to monetise commercial partnerships in the landscape. LA and NB offered to support this work. UKS

## **7.2 I am Team GB Campaign**

VW introduced paper UKS 63 and updated Board on the outcomes from the I AM TEAMGB/PARALYMPICS GB CAMPAIGN. Board acknowledged the positive outcomes from the campaign. The issue was raised that with any impact measurement, methodology and double counting should be scrutinised to ensure results are not skewed by weighted information/questions.

## **7.3 Games Time Communications Report**

VW provided Board with an update and evaluation of the UK Sport Communications Team's overall strategy, activities, outputs and outcomes to capitalise on the Rio Olympic and Paralympic Games to meet the key organisation and communications objectives.

Board queried if there were any opportunities for improvement in the future. One thought was to continue to build on the work to raise the profile of Olympic and Paralympic athletes along the journey to the Games through even greater connection with the National Lottery and through local and regional media activation.

Board thanked and congratulated the Communications Team for the excellent work delivered during the Rio Olympic and Paralympic Games.

## **7.4 Triennial Review/Sports Strategy**

LN updated Board on the Sports Strategy/Triennial Review tracker and invited Board to confirm the frequency upon which they would like to be briefed. Board agreed they would like to review the recommendations tracker twice a year but if there are material issues then they should be reported by exception. It was commented that item 34 (re: removal barriers to women and minority groups) should not be rated as green because although there have been improvements regarding women this could not be said of minority groups. One final comment regarding the sharing expertise with and across sports but it was appreciated that this could be only be given serious consideration once Tokyo resources were clear and investments agreed.

**UKS**

## **7.5 Audit Committee Minutes**

Board received and noted the minutes. JD informed Board that Craig Hunter's appointment on the Audit Committee would be extended in line with his appointment at EIS.

## **8. AOB**

NB asked the current position of the Cycling Independent Review chaired by Annamarie Phelps. LN informed the Board that the panel was still in its information gathering stage. LN clarified this review had not been broadened to include allegations of anti-doping issues reported by the press in Team Sky nor could it. Separately British Cycling Federation had concluded its internal review and have reported to the British Cycling Federation's Board.

Board thanked the Major Events team for their work with partners to secure the UCI World 2019 Cycling Championships. The Chair thanked Simon Timson and Nicky Anderson for their contributions to the work of UK Sport and the Board.

## **PART TWO**

The meeting proceeded to consider financial planning for the next cycle 2017/21 which was an item for general discussion only.

### **9. Financial Planning 2017/21**

LN provided the overall context to this item, ahead of the Board decisions on 7 December 2016. The purpose was prepare Board for the significant decisions to be made at the December Board meeting.

The Executive updated on progress with the financial planning for 17-21 which is aligned with the Tokyo cycle Vision, Mission and Objectives agreed by Board and the application of the agreed and published Performance Investment Policy. The Executive also provided an update on work ongoing to manage the potential shortfall in National Lottery income; provided an indicative 17-21 financial plan with some potential scenarios and options; provided some detail of the activities and outcomes for each area of the budget and explained some emerging recommendations.

Board received and discussed the following;

- Indicative 17-21 allocation VMOST by strategy and by team responsibility
- Tokyo Investment process update relating to World Class programmes
- EIS and partners indicative investment updates
- Data Strategy presentation
- Draft strategy and budget summaries for each area of the VMOST

Board members provided feedback, were supportive of the data/Sport Intelligence strategy and asked to have a clearer picture of how the central work directly supported sports and the proposed positioning of some new roles in EIS. Board noted the strategy and budget summaries for each VMOST area.

### **10. Date of next meeting: 7 December 2016**