



**Minutes of the UK Sport Board Meeting held
on 26 September 2018
at
UK Sport, 21 Bloomsbury Street, WC1B 3HF**

Present

Chair Dame Katherine Grainger

Attendees: Nick Bitel
Mel Young
Nicky Roche
John Dowson
Annie Panter
Sally Bolton
Martyn Worsley

Observers: John Steele English Institute of Sport
Nico Heslop DCMS
Francesca Broadbent DCMS

UK Sport Staff Liz Nicholl Chief Executive
Simon Morton Chief Operating Officer
Chelsea Warr Director of Performance
Vanessa Wilson Director of Commercial & Communications
Sophie Du Sautoy Director of Finance, Investment & Business Services

Krystle Fonyonga General Counsel

Paul Buxton (Item 7) Head of Performance Investment Policy
Ian Robinson (item 7) Head of Corporate Strategy
Esther Britten(item 8.2) Head of Major Events
John Donnelly (item 8.3) Head of Sport Integrity
Simon Fountain (item 8.3) In House Lawyer

Board Secretary Jordana Wicks

1. Introduction and Apologies for Absence

ACTION

The Chair welcomed members to the meeting.

Apologies were noted from Sarah Springman and Lis Astall, but it was noted that both had provided input to the Chair in advance of the meeting.

The Chair gave a special welcome to Nico Heslop, attending for the first time as a DCMS observer since succeeding Andrew Honeyman as Head of Sport. The Chair also welcomed back Sophie du Sautoy (Director of Finance, Investment & Business Services) who had returned from maternity leave. Board placed on record their thanks for the excellent work of Jonathan Bennetts, who had stood in as Acting Director for the period.

2. Declarations of Interest

Members were reminded of the need to declare their interest in any items and to remove themselves from such decision making. JD flagged a conflict on item 9.2 Finance and Risk in relation to Boccia UK, SM on anything related to Yorkshire 2019 and NB and AP on anything related to the UEFA Women's Euro 2021 Championships.

3. Chair's Introductory Remarks

The Chair thanked Board for their engagement since the last meeting, which included; Strategy Planning day (July), Skeleton Investment Conference Call (August), UKS Staff Brief Panel Session (September) and annual one to one effectiveness meetings with herself.

New panel appointments were noted as follows:

- Martyn Worsley – Remuneration Committee. Joins MY and JD, alongside the Chair
- Annie Panter – EIS Board
- Sally Bolton – UKS Board Diversity Champion

JS announced two further new appointments to the EIS Board.

The Chair gave an update on the Sport NI and Sport Wales appointees to the Board, which are still yet to be confirmed by the Secretaries of State. The Chair reported that she had a meeting scheduled with the Secretary of State for Wales in mid-October to receive an update on the matter.

The Chair went on to update Board on three further matters:

- European Championships in Glasgow/Berlin
- WADA decision to lift Russia's suspension and UK Sport's subsequent statement backing UKAD and its Athlete Commission
- Short Track Speed Skating funding decision – Chair and CW met with athletes and parents from the Academy following several letters received regarding Board's decision to withdraw funding of the WCP.

4. Approval of the Minutes

With the following amendments noted, the minutes of the meeting of 27 June 2018 and of a conference call on Skeleton WCP investment on 31 August 2018 were approved as true records of the meetings.

- UKS Board - 27 June 2018 – Item 2 – Add to declarations of

interest for NB and AP, 'UEFA Women's European Championships 2021'

- UKS Board - 27 June 2018 – Item 6 – change the wording around capital investment from 'discussion was had' to 'a concern was raised'.

In addition, following a suggestion by a member, it was agreed that where members are absent from meetings, reference will be made in the minutes to any input they may have given in advance.

5. Matters Arising and Executive Team Report

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. It was agreed that a requested discussion on Ethics and a HPSAG update be built into the Strategy work rather than organised as stand-alone sessions. It was also agreed, following a suggestion from a member, that the potential implications Brexit could have on major events' dependency on a mobile workforce be added to the Risk Register.

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As a follow up from the Executive Team Report, LN updated Board on the 'Aspiration Fund', a pilot at the request of DCMS and funded through additional resources. This will be open to Olympic and Paralympic sports who are currently not in receipt of full WCP investment to support their ambitions for international sporting success. It was reported that the investment principles for this fund have now been approved by DCMS and the Executive are making plans to communicate and operationalise the Fund in order for investment decisions to be brought to the December Board Meeting.

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6. Updates from HCSCs

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

7. Post Tokyo Strategy Design Principles

Paul Buxton (Head of Performance Investment Policy) and Ian Robinson (Head of Corporate Strategy) came to the meeting to facilitate this three hour session which followed a presentation the previous evening delivered by consultants from Future Thinking and The Sport Consultancy on the findings of the Public Consultation on UKS' future strategy.

It was explained that the objective for this meeting was to start to develop the high level 'design principles' against which the post Tokyo strategy can be developed and assessed.

A three hour session followed, which comprised in depth discussion and debate on draft design principles (for example relating to athletes, excellence, how, people, scalability, agility, clarity and simplicity, ambition, courage, reach, impact, connections) informed by output from Board's 3 July Strategy Day, the Consultation draft and various Think Tanks and Focus Groups. Input received in advance of the meeting from Sarah Springman and Lis Astall was fed in as appropriate.

It was explained that the Executive will use Board input from this session to develop options aligned with the emerging principles to bring to the December Board Meeting for decision.

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8.1 BBSA Update

LN updated that following Board's decision to award the Skeleton WCP funding for the Beijing cycle to a reformed BBSA subject to a number of significant conditions, BBSA has now agreed to accept all the conditions in full, including those relating to the speed and scale of Board reform. Board noted the additional support being provided and the acceptance of the conditional award.

8.2 2023 World Cycling Championships

Esther Britten joined SM to speak to Board about the potential to bid for the 2023 UCI World Cycling Championships – a new event being launched by the UCI – and asked members to consider making an in-principle investment into hosting the event.

They, as well as NR and SB (Major Events Panel Members) elaborated on information provided in the board paper around risks, opportunities, value for money and other partner considerations. It was recognised that this would be a major long-term investment, but Board was reassured that both the Major Events Panel and Executive are agreed on the significant opportunity this event presents, alongside the strong fit with UK Sport's event-hosting strategy.

The Board was therefore supportive of the concept and indicated that it would be open to the principle of making an investment into hosting the event alongside the other partners. However, it stressed that further detailed work is needed on the proposition and that a formal decision on UK Sport investment would not be taken until the event has been through the normal assessment process.

SM and EB also referred Board to the Yorkshire 2019 Update paper and outlined the key points. A further update would be given at the March 2019 Board Meeting.

8.3 UK Sport Funding Eligibility Policy

John Donnelly (Head of Sport Integrity) and Simon Fountain (In House Lawyer) joined SM for this item, which sought board approval of the revised UK Sport Funding Eligibility Policy. This followed a number of discussions about the Policy at recent Board meetings and a request for the documents to be streamlined. Board approved the revised Funding Eligibility Policy, but noted that as with all policies, it would be subject to ongoing review.

9.1 UK Sport Governance Update

SM advised Board of progress to date on matters relating to UK Sport's own governance arrangements and drew Board's attention to areas where Board review and approval was required:

Progress against annual requirements of the Code for Sports Governance – on track to deliver. Board also requested sight of EIS' version, as a wholly owned subsidiary of UKS.

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Progress against Diversity Action Plan (focussed on UKS Board) – it was noted that whilst progress has been made, there is further work to

complete towards the end of 2018. It was acknowledged that, as Board Members are appointed by Government through the Public Appointments process, UKS has more of an influencing role rather than being in direct control of this area. LN fed back from a meeting with Inclusive Boards (who are working with NGBs on their own DAPs) from which many useful suggestions will be embedded into future iterations of the UKS Board DAP. Board felt that UKS should now consider how to go 'over and above' in this area to role model standards that the sector should aspire to. It was noted that an executive working group was being established to coordinate a number of strands of diversity activity.

UKS Board Terms of Reference – The current version of the Board's Terms of Reference was presented. Discussion was had around collective responsibility when decisions are not unanimous, the schedule of reserved decisions, items that are subject to regular review, and engagement with wholly-owned subsidiaries. It was agreed that the comments would be reflected in a revised version to be brought back to Board in December for approval. It was also noted that the existing Terms of Reference were not as clear as they could be regarding the Board size, and so it was agreed that a footnote from the existing version be elevated to the main text to clarify the current arrangements.

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9.2 Finance and Risk Update

SdS updated Board on the following matters:

- Government Comprehensive Spending Review - no formal exchequer funding has as yet been confirmed for 2020-21 onwards. It is likely that a Spending Review will be called in April 2019 with settlements being announced in November 2019. It is unknown what the period of settlement will be. UKS has fed in to a preliminary SR exercise led by DCMS. Board will be engaged in the SR submission as appropriate once the process is clearer.
- Lottery Income – The Gambling Commission has signed off a proposal for Camelot to make an upfront investment in marketing to drive an increase in sales. Whilst this will have a knock-on effect to our share of Good Causes, the Gambling Commission has obtained independent assurance that this will be offset by the projected increase in sales. Some further discussion was had around a recent government consultation on Society Lotteries. It was noted that the Chairs and CEOs of the Lottery Forum will be meeting with the Minister to discuss this on 16 October.
- UKS had written formally to DCMS to request the underwrite against shortfalls in lottery income for 18/19. Updated lottery income projections for future years is expected from the Gambling Commission imminently.

SM left the meeting at 14.55

MW temporarily left the meeting at 14.58 and returned at 15.05.

- Attempted Boccia (Major Event) Fraud – Board were updated on an attempted fraud via phishing. No funds were misappropriated but there were potentially some lessons learnt which should be shared. A paper will be provided to the December Board meeting on this.
- SdS referred to the fact that the Board Packs now include the Risk

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Register as a reference document for each meeting and that the 'Finance Update' item is now renamed 'Finance and Risk Update' in response to Board feedback on risk oversight. Board reviewed the red risks and the risks where the rating had increased from the last quarter.

9.3 Strategic Communications Planning

VW presented Board with an update and analysis on progress with the delivery of UKS' Communications Strategy, including a summary of proactive activity undertaken in the period, analysis of media and social media coverage and plans for future activity.

It was agreed that the Public Attitudes Tracking would continue beyond its initial year, as the insights had been very useful for informing future work.

10. Information Papers

The Chair referred Board to a list of information papers they had received and members were given opportunity to raise any questions on these papers:

- UKS 35 – VMOST Progress Updates to Board – noted that this followed a request from Board for further engagement on VMOST. It was agreed that consideration would be given to how to alert Board to anything off-track between Mission Control reviews and for the Executive to suggest topics for Deep Dives. It was agreed that there would be a People Development Deep Dive at a future meeting. A member also requested more frequent updates from the Performance area.

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- Yorkshire 2019 UCI Road Cycling World Championships 2019 Update
- People Development Strategy Update
- Public Affairs Strategy
- Implementation of the General Data Protection Regulation Update
- Managing our information and cyber security risk

Minutes:

- UK Sport Group Audit Committee – 19 June and 11 Sept 2018
- Major Events Panel – 29 August 2018

Wholly Owned Subsidiary Minutes:

- Yorkshire 2019 Board – 26 July 2018

11. Any other business

A member referenced the announcement that Jane Purdon, Head of Governance and Leadership, would be leaving UKS to move to a new opportunity. LN spoke about early thinking for positioning and filling the vacancy.

With no other business, the meeting ended at 15.30

Date of next meeting: 5 December 2018