



**Minutes of the UK Sport Board Meeting held
on 31 January 2018
at
UK Sport, 21 Bloomsbury Street, WC1B 3HF**

Present

Chair Dame Katherine Grainger

Attendees: Lis Astall
Nick Bitel
Mel Young
Nicky Roche
John Dowson
Sarah Springman
Neil Chugani
Annie Panter

Francesca Broadbent DCMS
John Steele English Institute of Sport

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
Krystle Fonyonga	General Counsel
Esther Britten (8.1)	Head of Major Events
Paul Buxton (8.3 & 9.2)	Head of Performance Investment Policy
Michael Bourne (9.1)	Deputy Director of Performance
Ian Robinson (9.2)	Head of Corporate Strategy

Board Secretary Jordana Wicks

1. Introduction and Apologies for Absence

ACTION

The Chair welcomed members to the meeting. In particular, Annie Panter, who had been appointed to the Board following the recent recruitment campaign for two new members. Annie introduced herself and this was followed by introductions around the table. The Chair reported that the second new Board Member would be confirmed in due course.

The Chair announced that Board Member, Neil Chugani, would be stepping down from his Board appointment after over three years in post. NC followed up to express his regret, as it had been an honour to serve on the Board, and to explain his decision.

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
- Nick Bitel and the LLDC (owners of London Stadium)
- Annie Panter and Hockey
- Lis Astall and Equestrian
- Neil Chugani and Rowing

3. Chair's Introductory Remarks

The Chair congratulated SS on her recent achievement setting a new British Record for her age category at the British Rowing Indoor Championships.

The Chair updated that Sport NI and Sport Wales appointees to the Board are still yet to be confirmed by the Secretary of State and confirmed that the CEOs continue to be offered the opportunity to provide input and feedback to LN ahead of Board meetings.

The Chair reported that she had met the new Secretary of State that morning at an event and that she and LN had an introductory meeting scheduled with him the following week.

4. Approval of the Minutes and Matters Arising

The minutes of the meeting on 6 December 2017 were approved as a true record of the meeting.

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.

A member requested an update on the audit of commercial rights across the high performance system and enquired as to whether Board would be engaged in this project. It was responded that recommendations would be brought to Board in May and that consideration would be given as to how to engage with Board prior to then, as information emerges. It was confirmed that input Board provided at the workshop session in May 2017 has been picked up as part of this project.

UKS

LN referred to the Executive Team Report and provided Board with some other key updates on ;

- The UK Sport Staff Survey results had recently been received and the first review session had been held with all staff in the previous week. Directorate level discussions will now be scheduled and Action Plans will be developed at organisational and directorate level. Some key themes that emerged were shared. It was agreed that Board would receive the survey report and proposed Action Plan in due course.

UKS

Board discussed how they might be able to engage more with staff.

- A meeting of the Sport Cabinet, comprising the UK and home nations Ministers for Sport, had taken place and will meet more regularly in future. LN was invited to update the group on how UK Sport works with home nation colleagues on matters of mutual interest.

6. Updates from HCSCs

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

7.1 Finance Update – 2017/21 Financial Plan

JB explained that Paper UKS1 had been provided to provide context on the current financial position to help inform Board's decisions on the Annual Investment Review. He spoke about pressures being responded to where existing expenditure has had to be prioritised and confirmed that a balanced budget would be brought to Board in March.

A member expressed that it is important to distinguish between efficiencies and cost cutting, as the latter is not repeatable year on year.

A member expressed concern with making decisions based on Lottery income forecasts long-term. It was confirmed that Camelot are becoming more sophisticated (and open to sharing) in the area of data and that this could help to inform decisions going forward.

A member enquired as to the purpose of the One National Lottery group and it was explained that this is a communications piece aimed at coordinated and enhanced promotion of TNL from distributors.

7.2 Legal Update

Discussion was had on the forthcoming Jess Varnish legal case, scheduled to be heard in an employment tribunal in April 2018.

It was noted that Board Members NB and JD had attended a sub-group meeting with the Executive and they fed back to Board on the key points.

It was confirmed that a verbal update would be provided at the March

Board meeting, to be followed by a further one on conclusion of the hearing scheduled for April. Board acknowledged that while a case is active it is inappropriate to discuss any further detail.

8.1 Recommendations from the Major Events Panel – 7 November 2017

Board was asked to consider the Major Events Panel's recommendation on an application from UK Athletics to invest into hosting a new international Athletics World Cup event - to take place at the London Stadium in Summer 2018 in its first iteration.

NB left the room as he was conflicted on this item.

SM and Esther Britten, Head of Major Events, outlined the strategic benefits (an innovative new event concept which could have potential to generate revenue and reduce dependency on future public funding) and risks.

Following a detailed discussion - it was agreed that UK Sport would not invest into the event. It was agreed that non-financial support would be offered to UK Athletics.

Separately, it was agreed that UK Sport should consider the parameters through which it could consider investing more innovatively in the future. UKS

NB returned to the meeting.

8.2 Sport Resolutions UK (SRUK)

SM outlined the role that SRUK plays in the landscape of organisations helping to protect the integrity of the high performance system, and led Board through a discussion on the purpose and level of the proposed UK Sport grant to SRUK for the remainder of the Tokyo cycle. A general discussion also was had on the concept of a sport ombudsman.

Board agreed to continue investment into SRUK at its current level of £283k pa for the remainder of the Tokyo Cycle and in line with the brief outlined in the proposed paper.

8.3 2017 Summer Olympic and Paralympic Annual Review

CW and Paul Buxton guided Board through the recommendations from the 2017 Summer Olympic and Paralympic Annual Review, providing contextual information, a review of the performance of investments, an option to invest beyond the current Tokyo Investment Policy and next steps, including the representations process.

Following detailed discussion on each area, Board approved:

- **The recommended changes to WCP awards in Bands 1-3, with Cycling to receive an 'up to' award, with discussions to be had on co-funding**
- **Increased investment in Olympic sports of over £1m to fund medal potential athletes in new Tokyo events, including BMX Freestyle**
- **Increased investment in new Paralympic medal events of over £2m to strengthen our medal ambitions including funding para taekwondo, para badminton and para canoeing Va'a boat classes**

- **Over £2.5m for new innovative medal support plans to provide National Lottery funding to world-level athletes in Badminton, Archery, Karate and Sport Climbing. Medal Support Plans are an opportunity to experiment with doing something different to realise medal opportunities**
- **An award of £50k transition support to Wheelchair Rugby to support them towards the 2018 World Championships (there was no event in 2017).**
- **Tokyo Olympic medal target range increased to 54-92 (from 51-85)**
- **Tokyo Paralympic medal target range increased to 119-168 (from 115-162)**

Board also agreed that going forward, there should be independent experts on review panels for sports managed by the English Institute of Sport.

9.1 Summer Sports – Mission 2020 Introduction and Overview of year one findings

Michael Bourne presented Board with a summary of the Mission 2020 review process, changes made to Mission 2020 from Mission 2016, the system themes, the sport specific risks and opportunities and the future direction for the continuous improvement of Mission 2020.

9.2 Performance Investment: Paris Cycle Planning

Ian Robinson reminded Board that they are at Stage 2 of the timetable for Performance Investment Paris Cycle planning – presenting the story so far and establishing strategic questions – and asked for feedback on what Board require ahead of the scheduled Strategy Day on 22 March to discuss strategic questions and agree proposed outcomes for the Paris Cycle.

Neil Chugani left the meeting.

Discussion was had and it was agreed that the objectives of the Strategy meeting would be to; clarify the long term vision, define success in the long and short term, agree the scope of / key questions for the public consultation and to identify additional questions to be explored by the Executive ahead of the second Strategy Meeting in July 2018.

VW took Board through the broad principles of how the public consultation would potentially work including objectives, timelines, potential formats and categories of consultees.

MY left the meeting.

Board provided initial thoughts on what they require to prepare them for discussion in March and it was agreed that they would submit questions regarding the current strategy in advance.

9.3 Strategic Communications Planning

VW provided Board with an update and analysis on progress with the delivery of UK Sport's Communications Strategy, including a summary of proactive activity undertaken in the period, analysis of media and social media coverage and plans for future activity including the campaign #StepItUp.

10. Information Papers

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

- UKSINFJAN181 - Governance Code Assessment Update
- UKSINFDEC182 - Information and Cyber Security Update
- UKSINFDEC183 - 2018 Anti-Bribery and Corruption Strategy

Minutes:

- Major Events Panel – 10 January 2018

Wholly Owned Subsidiary Minutes

- EIS Board – 12 December 2017

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

On the Cyber Security Update, it was agreed that updated KPIs would be provided on a quarterly basis attached to the Finance Update paper and that there would be an annual review. JB reported that discussions are ongoing regarding dual authentication for logging into the UKS system.

11. Any other business

NR reported that the Major Events Panel requires new members and explained the movements.

The meeting concluded at 15.30pm.

Date of next meeting: 21 March 2018