



**Minutes of the UK Sport Board Meeting held
on 5 December 2018
at
UK Sport, 21 Bloomsbury Street, WC1B 3HF**

Present

Chair Dame Katherine Grainger

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

Observers: John Steele English Institute of Sport
Nico Heslop 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
Simon Fountain In-house Lawyer
Evelyn Carter Apprentice Administrator (observing)

Paul Buxton Head of Performance Policy and Investment (item 7 and 8.1)
Ian Robinson Head of Corporate Strategy (item 7)
Phillippa Carr Performance Investment Coordinator (item 7)
Mike Stow Aspiration Fund Project Lead (item 8.1)
Esther Britten Head of Major Events (item 8.2)
Krystle Fonyonga General Counsel (item 9.1)

Board Secretary Jordana Wicks

1. Introduction and Apologies for Absence

ACTION

The Chair welcomed everyone to the meeting and confirmed that there were no apologies, however Nico Heslop (DCMS) would be arriving late.

Simon Fountain (In-House Lawyer) was welcomed to the meeting, attending for the first time on behalf of the UK Sport Legal Team. Evelyn Carter (UKS Apprentice Administrator) was also introduced, with it being noted that she was attending as an observer in the context of the Assistant Board Secretary aspect of her role.

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 UKSINFDEC183 in relation to Boccia UK
- NR on item 8.2 Major Events Panel Recommendations in respect of work her company, Sporting Assets, has done on local facilities for both British Canoeing and British Cycling
- LA declared a new interest – ‘Visa Franchising Services’.

3. Chair’s Introductory Remarks

The Chair gave some opening remarks. Firstly, she updated on the ongoing matter of there being no representation on the Board from Wales or Northern Ireland. The Chair advised that she had a call with the Secretary of State for Wales scheduled the following week for an update on the Welsh representative, but that Sport NI representation remains unlikely in the short term due to the continued political situation. It was reported that the Chair and the HCSC Chairs had all met the previous day in the spirit of keeping in touch and ensuring a continued strong relationship. LN also assured Board that there continues to be strong engagement across the respective CEOs, as well as through HPSAG and other groups across the Sports Councils.

The Chair listed some of the key points of note since the previous meeting which included: resignation of Tracey Crouch and appointment of a new Sport Minister; the Permanent Secretary’s announcement that she will be standing down in the new year; preparation for the Jess Varnish legal case; PLx (UKS Performance Conference) took place and a Sports Cabinet Meeting was held.

4. Approval of the Minutes

The minutes of the meeting of 26 September 2018 were approved as a true record of the meeting.

5. Matters Arising and Executive Team Report

LN updated on progress with actions from previous meetings and noted other items of significance that Board should be aware of. This included:

- Two meetings had already been held with the new Minister, Mims Davies, and a commitment has been made to keep her updated on Post Tokyo Strategy work
- Two new independent members have been appointed to the Eligibility Panel. NB (Chair of the Panel) provided further detail and it was agreed that resumes of the successful candidates would be circulated to Board.

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- A member reminded Board and the Executive that at a recent Board Effectiveness Review, Board had expressed a desire to undertake a risk appetite exercise.

Under the Executive Team Report item, LN provided a more detailed overview of the following:

- Sports Cabinet Meeting – LN attended part of the meeting to give an update on UK Sport’s relationship with the HCSCs in terms of performance athletes, as well as major/mega event opportunities.
- PLx - Excellent feedback reported on the event formally known as the World Class Performance Conference. LN referred in particular to a session which focused on the ‘leadership spine’ of an NGB (Chair/CEO/PD relationship) and what ‘good’ looks like.
- Mental Health – CW reported that there is now a Mental Health Strategy in place, a lead has been appointed (Dr. James Bell as Head of Culture and Mental Health) and that an Advisory Panel of four experts has been established.
- WADA – following concerns expressed by a member, SM updated on UK Sport’s understanding of the situation regarding Russia and investigations into allegations of bullying within WADA. It was stated that an International Relations Briefing would be brought to the February Board.
- UKS Pension Scheme – some early exploratory work has been conducted to consider options for the future of the UKS defined pension scheme. JD (UKS Audit Committee Chair) invited any interested Board Members to join the working group.

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 Policy and Investment) and Ian Robinson (Head of Corporate Strategy) joined the meeting to facilitate a three hour session which followed the previous evening’s working dinner discussion on the Post Tokyo Strategy. NH joined the meeting part way through this item.

The objective for this session was to revisit the post-Tokyo design principles agreed at the September Board meeting and assess how the current high performance system currently measures up to these design principles, identifying the critical gaps or problems the future strategy should seek to address.

A dedicated Board Strategy Day will be held on 22 January, where this work will progress to the next stage.

8.1 Aspiration Fund

Paul Buxton stayed on for this item, where Board considered options for allocating the ‘Aspiration Fund’ of £3m, which has been provided by DCMS for investment into currently non WCP funded sports. Board were reminded that the project was initiated in October 2018 to help athletes aspiring to compete at the Tokyo Olympics and Paralympics and came with a requirement for the project to ensure that sports capitalise on the impact of aspiring to compete at the Games by engaging communities through a social impact plan, aligned with the outcomes set out in the Government’s Sporting Future strategy.

Following the Executive's consideration of the submissions made by eligible sports, Board considered and discussed in detail the recommendations and options put to them and decided their preferred option for allocating the funds.

Board agreed that: Investment should reach all sports that were rated Gold, Green and Amber (qualification RAGG Rating) with investment prioritised to provide 100% of the requested award (up to the original investment cap which was £500k for team sports and £175k for individual sports) to Gold rated sports and a scaled percentage of the requested award to Green and Amber rated sports, up to the investment 'cap' limit. No immediate investment would be made in the red rated sports (Baseball, Basketball, Sitting Volleyball), however sufficient resources would be set aside to enable these sports to attend the next key qualification event, after which their potential would be re-appraised.

It was noted that several of the sports proposed to receive funding had important unresolved governance challenges, including several sports that were not compliant with the Code for Sports Governance, and several sports where there remained a lack of clarity around the organisations' national and international responsibilities and recognition. **The Board delegated responsibility to the executive to set the associated conditions of award. It was agreed that a sport-by-sport progress report against their commitments would be brought to the next meeting.** UKS

It was stated that the approved recommendations comprise investment of £2.8m, with £200k of the £3m fund ring-fenced for the central management of the project. Given the complex situation of these sports, this would be necessary to ensure appropriate performance, governance and finance support and monitoring is in place that allows effective protection of the UKS investment.

Sports would be notified of the decisions the following day and a media launch would take place the day after, at an Aspiration Funded sport venue.

8.2 Major Events Panel Recommendations

Esther Britten (Head of Major Events) joined the meeting and alongside SM, summarised the recommendations from the Major Events Panel for awards to support bidding and staging of the 2023 World Canoe Slalom Championships in Lee Valley and 2023 World Cycling Championships in Scotland. The strategic benefits and risks outlined in the paper were given further explanation, supported by Major Event Panel members NR and SB.

Board agreed to invest, in British Canoeing, an award of up to £1.16m into the 2023 World Canoe Slalom Championships, subject to the conditions outlined in the paper.

Board agreed to invest, in Scottish government/Event Scotland, an award of up to £4.5m into the 2023 World Cycling Championships, subject to the conditions outlined in the paper.

9.1 Legal Update

Krystle Fonyonga (General Counsel) joined the meeting and together with

SdS, provided Board with an update on the legal claim by Jessica Varnish against the British Cycling Federation and UK Sport, which would commence on 11 December on Manchester. Discussion was had around any potential implications of the case verdict.

9.2 Finance and Risk Update – 2017/21 Financial Plan

SdS gave some further updates to the paper that had been provided ahead of the meeting:

- National Lottery income projection for 2018 has marginally increased due, in part, to increased marketing investment by Camelot.
- DCMS has confirmed UK Sport underwrite for 18/19.

SdS also ran through the key risk and opportunity movements on the financial plan.

UKS' Board representative on the EIS Board alerted Board that EIS currently has a funding gap of £2m for the remainder of the cycle. JS explained that this is largely due to a downside in commercial income and that cost savings are being sought.

8.3 UKS Board Terms of Reference

Board discussed a re-drafted Board Terms of Reference, amended based on their feedback provided at the previous meeting. Some remaining points of clarity were requested around:

- Board Member and Chair maximum terms
- The concept of 'collective' responsibility/decision making of the Board Members and protections offered to individual Members
- Reference to Board's 'operational' role
- Adding the word 'independent' to reference to Board Members

It was agreed that these points would be checked and considered in order to present Board with a final version for approval. **UKS**

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 September to December 2018, analysis of media coverage and plans for future activity.

VW spoke in particular about the Track to Tokyo campaign, which will embrace storytelling around Tokyo Talent in the lead up to the games. VW also advised that some new questions have been added to the Public Perceptions Survey and that a children's survey has been launched, asking questions around how 'sporty' children consider themselves to be and if they have been inspired to take up or watch a sport because of particular athletes. Linked to this, NB reported that the Active Lives Children's Survey results would be announced the following day.

Some discussion was had around the difficulty of proving impact in that expressing an intent to be more active as a result of being inspired by athlete performances, for example, does not necessarily translate to behavioural change.

MY left the meeting at 15.25.

10.1 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:

- VMOST - Mid-Year Organisational Strategy Review outcomes. Members agreed that this format of reporting works well.

LA left the meeting at 15.30.

- Information and Cyber Security Update
- World Boccia Championships 2018 – Fraudulent Activity Review
JD temporarily left the meeting for discussion on this item owing to a conflict. A member queried whether there was anything specific to Boccia UK with regards these two attempted frauds. SM confirmed that there is no suggestion that they were in any way linked. The importance of ensuring that insurance is in place to cover such risks (as it was for these incidents) was highlighted.

- WCP Culture Health Checks 2018
- UK Sport Culture Health Check – Progress Report
- Workforce Statistics in UK Sport

Board requested that they also see this information in respect of EIS, as a wholly owned subsidiary of UKS. **UKS**

10.2 Minutes

- UK Sport Group Audit Committee – 11 Sept 2018. JD summarised the key items of discussion at a meeting that had taken place since.
- Major Events Panel – 5 Nov and 19 Nov 2018

Wholly Owned Subsidiary Minutes

- EIS Board – 19 Sept 2018
- Yorkshire 2019 Board – 6 Sept 2018. A member enquired about UKS' policy on risk and sponsorship. It was agreed to locate and revisit this. **UKS**

11. Any other business

With no other business, the meeting ended at 15.38. Board will next meet for a Strategy Day on 22 January 2019.

Date of next meeting: 7 February 2019