



**Minutes of the UK Sport Board Meeting held
on 15 May 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
Annie Panter
Sally Bolton

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
Paul Buxton (item 9.2 and 9.3)	Head of Performance Investment Policy
Ian Robinson (item 9.3)	Head of Corporate Strategy
Tom Baker (item 9.4)	Head of Commercial Partnerships

Board Secretary Jordana Wicks

1. Introduction and Apologies for Absence

ACTION

The Chair welcomed members to the meeting and noted apologies from Andrew Honeyman.

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. SS flagged a conflict on item 8.1 regarding Triathlon.

3. Chair's Introductory Remarks

The Chair confirmed that Martyn Worsley had been appointed to Board, replacing Neil Chugani. Martyn will attend from the June meeting onwards.

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 of these HCSCs continue to be offered the opportunity to provide input and feedback to LN ahead of Board meetings. Board expressed discomfort with the fact that these two HCSCs have not been represented on the Board for so long and LN agreed to revisit this with DCMS in light of the commencement of important strategic planning for the Paris cycle, as full home nation engagement on issues of UK wide strategic interest would be important. It was agreed to request the flexibility to invite representatives from these HCSCs to formally engage with Board on these matters in the interim of any formal appointments to Board.

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A member commented on the diversity of the Board following the recent recruitment campaign, noting in particular BAME and disability under-representation. It was noted that this would be flagged to DCMS who oversee appointments to Board.

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The Chair reflected on her attendance at the Commonwealth Games, as did the HCSC Chairs present from the perspective of their national teams.

4. Updates from HCSCs

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

NB left the meeting temporarily to attend to a Sport England matter.

5. Approval of the Minutes

The minutes of the meeting of 21 March 2018 were approved as a true record of the meeting.

6. 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.

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

- UKS Chair Terms and Conditions – DCMS has increased the Chair's number of days per week with UKS to three, from two, in recognition of the time realistically and consistently being

committed to the role. It was explained that this is in part due to the way in which stakeholders are wishing to engage with the Chair personally, but more so, in consideration of UKS' priorities through the 2017-21 Cycle, which include an increased focus on athlete welfare and integrity, strategy development for 2021-25 and the challenge of financial sustainability post-Tokyo

- Mental Health and Culture Health Checks – CW updated on mental health (noting the formation and early work of a Mental Health Steering Group) and the Culture Health Checks, where seven workshops have recently been held focussed on how to move the global findings of the high performance system forward
- British Athletes Commission – UKS to increase investment in the BAC to just over £1million over the Tokyo 2020 cycle
- Basketball – an update was given on British Basketball funding discussions with DCMS.

NB returned to the meeting at 10.20am.

General discussion followed on the above and also on other items from the Executive Team Report including; the Daily Mile school initiative and potential UKS involvement, Major Events Gold Framework and an idea for possible Value In Kind support from consultancy companies to provide expertise on the diversity issue with sports. It was agreed that VW would follow up on the latter.

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7.0 Finance Update

JB referred to the Board Paper outlining UKS' current financial position and added that it is expected that DCMS will request input to the 2019 government Spending Review around the end of the year.

8.1 Major Event Panel Recommendations

SM reported that Liverpool had been announced as the host city for the 2022 World Gymnastics Championships.

Board considered recommendations for:

- FINA Diving World Series 2019 (up to £210k) and 2020 (up to £188k)
- 49er, 49er FX and Nacra European Championships 2019 (up to £150k)
- World Triathlon Series and Mixed Team Relay 2019 and 2020

SM outlined the strategic risks and benefits of each, as well as the resulting recommendations from the Major Events Panel.

Board approved funding to British Swimming of up to £210k for the 2019 FINA Diving World Series and up to £188k for the 2020 FINA Diving World Series, subject to conditions outlined in the paper. Board asked officers to ensure that any funds released as part of ring-fenced 'reserve contingencies' were focused on addressing unforeseen issues rather than clear underperformance.

Board approved funding to the RYA of up to £150k for the 2019 49er, 49er FX and Nacra European Championships, subject to conditions outlined in the paper.

SS left the meeting due to a conflict on Triathlon.

Board noted a recommendation that investment decisions for the Triathlon

events should be delayed until after the 2018 ITU World Triathlon Series in Leeds, in order to have a clearer understanding of the financial outturn of that event. Investment into the 2020 ITU Mixed Team Relay was not recommended given the aggregated risk exposure to the sport across the package of events. **Board agreed to defer the decision on Triathlon events and supported the recommendation not to invest in the 2020 ITU Mixed Team Relay.**

SS returned to the meeting.

A member referenced the Yorkshire 2019 Board Meeting minutes and flagged budget and level of exposure. It was confirmed that this would be monitored and reviewed later in the year.

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8.2 UK Sport Funding Eligibility Policy

SM spoke on the UK Sport Funding Eligibility Policy and the request for Board to decide whether to apply the policy to athletes and/or Athlete Support Personnel who were publicly funded at the time of an alleged breach of the policy, but have subsequently left the WCP/NGB. It was agreed that UK Sport should establish the right to be able to do this, but that decisions on whether to pursue to should be made on a case by case basis.

SM advised that the make-up of the Eligibility Sub-Committee is still under discussion and that details would be circulated in due course.

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Board provided feedback on the documents underpinning the Eligibility Policy. It was agreed that the feedback on these documents would be actioned and brought back to Board at the next meeting.

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9.1 UK Sport Culture Health Check Results

LN talked Board through the UK Sport Culture Health Check that had taken place in November 2017 (aligned with that undertaken by Sports and the EIS) and the steps taken so far to address the results and findings. This included an all staff session on the organisation level results, directorate-specific sessions and the formation of working groups on key corporate themes of Leadership, Working Together and Healthy Working Practises. LN also spoke about a Dignity at Work policy which is being developed to align with system learnings relating to policies and processes around unacceptable behaviour.

Discussion followed and members gave some valuable insights as well as suggestions of things they had seen work well from their own experience that could address some of the findings, which LN and the Executive agreed to give further consideration.

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JS agreed to provide Board with a copy of the EIS' Culture Health Check results, in light of EIS being a subsidiary of UKS.

Board were advised that they would be updated on progress on the UKS CHC as it progresses.

9.2 Beijing Update

CW and Paul Buxton presented on this item, which served as background for the Beijing Investment decisions which will be made at the June Board meeting and to discuss emerging thinking. Three key areas covered were:

- Overall direction of travel with Beijing Investment Decisions

- Some specific questions relating to Short Track Speed Skating and Skeleton
- Managing the impact for any sports that will fall into Priority Band 4 (potentially unfunded)

Discussion was had on all of these points and it was noted that the opportunity to do anything significantly differently would form part of the ongoing strategic work for the Paris cycle, whilst at this point, aiming to be as flexible with the current model as possible to remain consistent with the published Beijing Investment Guide whilst addressing any concerns.

In preparation for the decisions to be made in June, Board requested early sight on potential options and recommendations. **UKS**

9.3 Paris Cycle Investment – Summary of Board Discussion 22 March 2018

Paul Buxton and Ian Robinson thanked Board for their involvement in the 22 March Strategy Day dedicated to the ongoing work on Paris Cycle Investment Strategy planning and outlined plans for the next session of this kind on 3 July, which will build on the outputs from March and further explore and define what is hoped to be achieved.

It was reiterated that at the September 2018 Board meeting, after considering the feedback from the public consultation, Board will be asked to make a decision on the high level purpose / vision of the future funding strategy and at the December 2018 Board Meeting make decisions on investment principles, model, the extent to which this model can be scaled, and the accompanying narrative.

VW reported that prior to September, the Public Consultation would launch in early June. In addition a series of Think Tank sessions would be run, along with discussions with groups of athletes facilitated by the Chair. It was agreed that a further opportunity (in addition to meeting with HPSAG) should be provided for HCSCs given the interdependency in this area. **UKS**

9.4 Securing the Resources - Commercial Partnerships Update

Tom Baker (Head of Commercial Partnerships) delivered a presentation on Project Performance. It was explained that the remit of this project, jointly led by UKS, BOA and BPA and working with NGBs, is to consider ways to increase revenue streams across the System to, ultimately, reduce the dependency on public funding and to build a long term sustainable model.

TB explained that the headline finding of Omnicom Media, the company facilitating this work, was that significant growth opportunities exist and that the following were recommended as key focus areas: sponsorship; content; live experiences and events; data; brand. TB further explained each of these areas and what they could look like if progressed as part of a project. It was reported that the project Steering Group have now recommended (and await NGB approval) that a project is progressed to develop a detailed business case for a collective approach to content and to progress discussions regarding a collective brand architecture. TB concluded that it is hoped that this project could be the first step of a transformational change to the way that the system works together to drive commercial revenue.

Board discussed their thoughts on the findings of Omnicom and the direction of travel of Project Performance. It was agreed to incorporate **UKS**

engagement with HCSCs on this project.

LA left the meeting at 15.10pm

9.5 Strategic Communications Planning

VW advised Board of a Media Day to be held at Bisham Abbey on 16 May around athlete wellbeing and duty of care, which had been organised around the Athlete Futures inaugural Roadshow event. VW explained that the aim of the Day is to showcase the positive work in this important area to educate and inform the media. It was also noted that the global summary results of the Culture Health Checks from across the sports would also be published on this date.

VW confirmed that the Paris 2024 Consultation would be launched in early June.

VW provided Board with an update on progress with the delivery of UK Sport's Communications Strategy, including a summary of proactive activity undertaken in the period. VW also presented the media analysis from the period, which included volume, favourability and reach of UKS coverage.

VW also summarised the findings of recent focus groups for Project 38 – the '38' being the circa 38% of people who are 'less engaged' and do not follow Olympic and Paralympic sport closely outside of the Games. She spoke about the differences that had been identified between those who are 'highly engaged' and 'less engaged' and what had emerged around how they are wanting to be inspired, who they are inspired by, how they want to be interacted with and what they want to know – noting that this will be very valuable insight for future engagement.

Discussion followed on all of the above. It was agreed that the Project 38 findings should be shared with the Major Event Panel as interesting intelligence for marketing events. It was also agreed to circulate the presentations on both Project Performance and Project 38 to Board.

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10. Information Papers

SM left the meeting.

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

- UKSINFMAY181 - Implementation of GDPR Update – a member requested that Board be provided with UK Sport's Data Retention Policy for sign-off. It was agreed to circulate this by email
- UKSINFMAY182 - Information and Cyber Security Update – JB added that UKS had sought out 'lessons learnt' from a recent UKAD incident and would be sharing these with stakeholders
- UKSINFMAY183 - PAC Report on National Lottery
- UKSINFMAY184 - Commonwealth Games Gold Coast 2018 – Summary – CW added some context and personal reflections on the performances of GB athletes at these Games
- UKSINFMAY185 - Sport Milestone Targets 2018

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Minutes:

- Audit Committee – 6 March 2018

Wholly Owned Subsidiary Minutes

- Yorkshire 2019 Board – 17 January 2018

A member raised a question about any potential exposure to risk for the UK Sport executive who is the representative at the Yorkshire 2019 Board. It was agreed that Board would be updated on this risk of this position. **UKS**

11. Any other business

With no other business, the meeting ended at 16.00pm.

Date of next meeting: 27 June 2018