



**Minutes of the UK Sport Board Meeting held
on 25 September 2019
at
Crowne Plaza Hotel, Harrogate HG1 1XX**

Present

Chair Dame Katherine Grainger

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

Observers: John Steele Chair, English Institute of Sport
Michael Stark DCMS

UK Sport Staff: Sally Munday Chief Executive
Simon Morton Interim CEO / Chief Operating Officer
Chelsea Warr Director of Performance
Jessica Whitehorn Head of Communications
Andrew Maynard Head of Finance and Risk
Simon Fountain In-House Lawyer
John Donnelly Head of Sport Integrity (items 8.1 & 8.2)
Sam Timmermans Head of Sport Intelligence (item 8.6)
Rob Morini Head of Governance and International Relations
(items 8.7 & 8.8)

Board Secretary: Jo Hitchings
Jo Greenall

1. Introduction and Apologies for Absence

The Chair welcomed everyone to the meeting which was being held in Harrogate during the Road World Cycling Championships 2019.

The Chair welcomed Sally Munday to her new role as CEO and thanked Simon Morton for his role as Interim CEO.

The Chair explained that as their terms have now ended this is Sarah Springman and Lis Astall's last meeting. The Chair thanked them both for their support as Board members.

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 when required.

In addition to the usual conflicts that have been formally declared, the following were noted in respect of the agenda items of the day:

- John Dowson - Item 8.4
- Sarah Springman in Triathlon and Rowing
- Nicky Roche in Canoeing

3. Chair's Introductory Remarks

The Chair addressed the ongoing matter of there being no representation on the Board from Wales or Northern Ireland while awaiting the formal appointment by the respective Secretaries of State. The Chair updated the Board on positive progress being made with NI representation, with discussions ongoing with Wales' representation.

The Chair advised that she has attended Board meetings all four Home Countries with observer status.

The Chair outlined a proposed change to the Royal Charter to address a previously-discussed discrepancy around the term lengths of Board members. **It was agreed that, subject to approval from DCMS, UK Sport would seek to amend its Royal Charter specifically to ensure that Board members' terms would move to a maximum of 2 x 4 year terms.**

The Chair explained that the new Director of Communications and Partnerships had been appointed and will start at end of October.

The Chair highlighted that recruitment is ongoing for the two Board member vacancies.

4. Approval of the Minutes

With the following amendments, the minutes of the meeting on 27 June 2019 were approved as a true record of the meeting:

1. Introduction and Apologies for Absence - Change of wording from 'Sarah Springman was running late' to 'Sarah Springman's plane was delayed'.

8.2 Winter Annual Investment review – Change of wording from 'Board approved the proposed WCP investment increases totalling £2.52m, to GB

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<p>Snowsport and British Curling' to 'Board approved the proposed WCP investment increase totalling £2.52m, to GB Snowsport'. 9.2 UK Sport Culture Health Check Results 2019 – Change of wording 'Practise' to 'Practice'.</p> <p>5. Matters Arising and Executive Team Report</p> <p>SM updated on progress with actions from previous meetings and noted items of significance in the Executive Team Report.</p> <p>A member enquired if there had been progress on the development of the Purpose Statement. SM reported that this work continues to be placed on hold, given the high volume of effort in preparing and launching the post-Tokyo Performance Investment Strategy.</p> <p>A member asked about UKS' current approach to athlete maternity. SM explained that there is existing guidance (which would be circulated to members after the meeting), but that this is being reviewed as part of the forthcoming APA review, and therefore Board would have an opportunity to discuss it then.</p> <p>A member requested that a previously discussed action (around bringing more information to the Board on the outcomes of funded events) be added to the action log.</p> <p>In reference to the Executive Team Report, SM gave an update on the recent Sport Cabinet, the feasibility study exploring the potential to bid for the 2030 FIFA World Cup, and Project Content. In relation to the latter, officers would consider how UKS might use its influence to encourage sports to play a full and active role in this.</p> <p>A member asked about the 2023 World Cycling Championships and the process for approving the UKS-nominated member of that Board. SM proposed sharing a nomination with the Board in due course, who would then be asked to advise if there were any objections.</p> <p>A member asked about progress following the various staff insight surveys that had been undertaken throughout the year. SM advised that the results had been shared with staff, but that there was a lot of data across the surveys. Therefore the agreed next step was to consolidate the key insights under the key themes. This would be shared with Board when complete.</p> <p>6. Updates from HCSCs</p> <p>MY (sportscotland) and NB (Sport England) updated on recent progress and challenges.</p> <p>A member raised the heightening importance of the issue of transgender athletes in international competition. Board agreed to discuss its position on the issue in more detail at a future meeting.</p> <p>7. Finance and Risk Update</p> <p>SM provided an update on UK Sport's indicative one-year exchequer settlement, which provided a greater level of financial security relative to UK Sport's original projections for the final year of the current cycle.</p>	<p>UKS</p> <p>UKS</p> <p>UKS</p> <p>UKS</p> <p>UKS</p> <p>UKS</p>
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	<p>SM also outlined several immediate cost pressures, including those related to the Aspiration Fund.</p> <p>On the basis of a confirmed settlement in line with that presented, the Board agreed to invest up to £1m additional funding to support new Aspiration Fund (AF) activity. This would be based principally around supporting AF sports that had significantly increased their likelihood of qualification for Tokyo, and AF sports that had qualified for Tokyo and had a legitimate need for additional funding. A new process and criteria will be developed by officers and communicated to sports.</p> <p>8.1 Sport Integrity Strategy</p> <p>John Donnelly introduced a paper which summarised progress, and proposed a number of areas in which the work might evolve.</p> <p>Board considered a range of topics including: the overarching philosophy that sport should fundamentally remain self-regulating in nature; the areas where UK Sport might evolve its Sport Integrity work; and the benefits of promoting positive behaviour and culture 'on-the-ground', rather than a stronger 'top-down enforcement' capability. Board also discussed UK Sport's role and approach in the commissioning of independent reviews into funded activity.</p> <p>A member requested that officers explore the development and adoption of metrics to assist in assessing the progress being made by sports in this area.</p> <p>8.2 British Canoeing Independent Review Update</p> <p>JD provided an update on the current status of the British Canoeing Independent Review.</p> <p>8.3. Finance and Risk Update – cont.</p> <p>AM referred Board to the Finance and Risk Update paper which provided an update on 17/21 financial plan, lottery income and activity and risk.</p> <p>Board requested a full update and discussion at the next Board meeting in respect of the outcomes of the exchequer settlement. Aligned to this, Board discussed the current reserves policy and agreed that a fuller discussion was required at a future meeting in order to consider the purpose and nature of this policy, as the organisation prepares to enter into a new cycle and strategy.</p> <p>Board asked officers about commercial activity in relation to: UK Sport's own revenue-generating ambitions; the development of future commercial strategy for the wider performance system; and the need to include partner organisations in developing such a strategy (including EIS). SM advised that work on a future commercial strategy is due to progress in 2020, in line with the timetable for the development of all UK Sport's other strategies for the Paris Cycle, as outlined in the Information Paper.</p> <p>Board highlighted the need to be aware of any additional exposure to NGBs for Tokyo as a result of Brexit and noted that a paper was being taken to the next Audit Committee on Brexit.</p>	<p>UKS</p> <p>UKS</p> <p>UKS</p> <p>UKS</p>
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Officers agreed to reflect on the discussion and to feed the various points into the development of a wider diversity and inclusion strategy that would be brought back to a future meeting.

8.8 Organisational Health Strategy

RM referenced the paper, which explained how officers are operationalising the new principle around NGB organisational health (OH), which aimed to help ensure that there are thriving NGBs at the heart of a healthy sporting ecosystem.

Board discussed a number of issues including: the importance of flexibility as NGBs have varying levels of responsibility; the need to align with Home Country Sport Council approaches; the potential to use the framework to develop 'early warning indicators', the importance of ensuring that this work is not positioned as a new type of 'code'; and whether UK Sport could identify/develop templates in areas covered by the OH framework.

Officers outlined that the OH framework would be applied in two distinct ways. Firstly to frame a number of 'due diligence' questions that are being asked in the first phase of the post-Tokyo investment process; and secondly as the underpinning structure of a new support programme for NGBs in the forthcoming cycle.

8.9 Sponsorship Policy Discussion

SM noted that the Board had previously requested to understand how UK Sport determines the appropriateness of a sponsorship/partnership, and shared the paper which captured the current approach.

Board discussed a number of areas including: the need for a significant review of the principles and the approach to specific categories (including alcohol, energy drinks, the environment, and armaments); the question of whether the level of income should ever be a factor in decision-making; and the links to the previously-discussed imperative of developing a new commercial strategy.

SM advised that the outcomes of the discussion would be incorporated into a revised policy to be brought back to the Board, but that the preferable timetable for this would be alongside the previously discussed commercial strategy in 2020.

8.10 Communications Update

JW presented Board with an update and analysis on progress with the delivery of UKS' communications activity, including a summary of proactive initiatives undertaken in the period from June 2019, analysis of media coverage and plans for future activity.

The Chair thanked JW for her contribution to Board during the interim period whilst recruitment was completed for the new Director of Commercial and Partnerships.

9.1 Information Papers

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

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	<ul style="list-style-type: none"> • Tokyo Cycle Funding – Joint lessons learnt EIS / UKS • Update on Code Compliance of Winter and Aspiration Fund NGBs • UK Sport Governance • Future UK Sport and Funded Partner Strategy Timeline • Futurology Update • Social Impact Project Update <p>9.2. Minutes</p> <p>The Chair referred Board to a list of minutes from UK Sport Panels and subsidiary body Boards they had received, and members were given opportunity to raise any thoughts or questions on them:</p> <ul style="list-style-type: none"> • Group Audit Committee – 4 September 2019 • Major Events Panel – 4 September 2019 • Yorkshire 2019 Board – 17 July 2019 • EIS Board – 26 March 2019 <p>10. Any other business</p> <p>Board discussed the need for greater focus around sustainability and environment. Officers explained that there were examples of this work being developed in the organisation, for example in major events, and committed to bring back further information to a future meeting.</p> <p>Date of next meeting: 4 December 2019</p>	<p>UKS</p>
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