



**Minutes of the UK Sport Board Meeting held
on 27 June 2019
at
UK Sport, 21 Bloomsbury St, London WC1B 3HF**

Present

Chair Dame Katherine Grainger

Attendees: Sarah Springman
Nick Bitel
Mel Young
John Dowson
Nicky Roche
Annie Panter

Observers: John Steele Chair, English Institute of Sport
Francesca Broadbent Head of Elite and Professional Sport, DCMS
Sally Munday Incoming UK Sport CEO

UK Sport Staff: Liz Nicholl Chief Executive
Simon Morton Chief Operating Officer
Chelsea Warr Director of Performance
Jessica Whitehorn Head of Communications
Sophie du Sautoy Director of Business Services
Krystle Fonyonga General Counsel

Kevin Woolnough Performance Investment Operations Manager
(item 8.2)
Paul Buxton Head of Performance Investment and Policy
(items 8.2 and 8.3)
Kate Palmer Stakeholder Relations Advisor (item 9.1)
Jerry Bingham Research Manager (item 9.1)
Esther Britten Head of Major Events (item 9.4)

Board Secretary: Jordana Wicks

1. Introduction and Apologies for Absence	ACTION
<p>The Chair welcomed everyone to the meeting.</p> <p>Apologies were noted from Lis Astall, Martyn Worsley and Sally Bolton who had sent apologies owing to work commitments. It was also noted that Sarah Springman was running late and would be arriving shortly.</p> <p>The Chair reported that the incoming UK Sport CEO, Sally Munday, would later be arriving to attend most of the meeting as an observer as part of her induction before taking up the post in September 2019. As the September Board Meeting takes place only a day after Sally starts, it was noted that Interim CEO, Simon Morton, would be the executive lead at that meeting.</p> <p>2. Declarations of Interest</p> <p>Members were reminded of the need to declare their interest in any items and to remove themselves from such decision making.</p> <p>In addition to the usual conflicts that have been formally declared, the following were noted in respect of the agenda items of the day:</p> <ul style="list-style-type: none"> • Mel Young and Curling <p>LN advised that in the context of the item related to Curling, it would not be necessary on this occasion for MY to remove himself from any discussion.</p> <p>3. Chair’s Introductory Remarks</p> <p>The Chair firstly addressed the long-standing and ongoing matter of there being no nominee on the Board from Wales or Northern Ireland while awaiting the formal appointment by the respective Secretaries of State. It was reported that whilst the matter remains unresolved, in the case of Wales, progress continues and a resolution is hoped to be forthcoming, whilst the political impasse in Northern Ireland continues to prevent a solution there. It was advised that discussions had been had with DCMS regarding the Board’s suggestion of granting interim observer status to nominees from both countries given the time that has passed, and that this has been left with DCMS for consideration. As this matter affects many other ALBs, it has been indicated that a workable solution is worthy of exploration.</p> <p>With regards the issue previously raised of Home Country Sports Council (HCSC) Chair terms on the UK Sport Board (terms as Chairs of HCSCs do not currently align with terms specified in the Royal Charter for UKS Board Members) it was confirmed that MY had been re-appointed to Board for a further year by DCMS (in acknowledgment of this anomaly) and that DCMS have agreed that an amendment to the Royal Charter can be requested for the purpose of permanently resolving this anomaly.</p> <p>4. Approval of the Minutes</p> <p>The minutes of the meeting of 16 May 2019 were approved as a true record of the meeting.</p> <p>A member requested an update on the hosting of the World Triathlon Series 2020, following questions raised at the previous meeting around the risk presented by the proposed contingency, underwriting and commercial</p>	

<p>arrangements. It was confirmed that these risks are being monitored, and that progress with regards commercial arrangements are on track. Board were advised that they would be updated at the next meeting.</p> <p>SS arrived at 09.45am.</p> <p>A member enquired as to when Board would be required to make decisions around Project Content. LN responded that there are currently no planned decisions for Board to take, as UK Sport is principally playing a supportive and facilitative role for NGBs who own these broadcast rights. If UK Sport were to become an investor, an investment decision would come to Board for approval at that stage.</p> <p>5. Matters Arising and Executive Team Report</p> <p>LN updated on progress with actions from previous meetings and noted anything else significant that Board should be aware of.</p> <p>Board were advised that the Post-Tokyo Strategy Purpose Statement (that was discussed at the previous meeting) continues to receive further consideration by the Executive, and that the current intention was to commission a small piece of work from an external expert, and to bring this back to Board later in the year.</p> <p>SM spoke about an event hosting opportunity that had recently presented itself as a result of the IOC's decisions with regards AIBA (the International Federation for Boxing) and the Boxing Competition in Tokyo 2020. SM reported that UK Sport had been in discussions to host the new European Boxing Qualification Event for the Tokyo Games in the UK and outlined the many strategic benefits that this could present, as well as some possible risks. It was noted that UKS could be required to move quickly on this (as the IOC would like to formalise an arrangement by August), so approval outside of the usual process (consideration by Major Events Panel with an out-of-meeting recommendation to Board) would be necessary. Following discussion, Board approved an in-principle investment of up to £1m, subject to Major Event Panel scrutiny, funding coming from the existing and agreed Events budgets, and the Executive securing a balanced and underwritten budget. Board was assured that they would receive confirmation of the final details by email.</p> <p>A member requested an update on UKS' Sponsorship Policy. LN responded that the current policy would be brought to the September meeting.</p> <p>JS gave a view that UKS and EIS commercial strategies could be better aligned and integrated. LN responded that this would be fed back to the Head of Commercial and Partnerships for consideration as part of any future strategic work.</p> <p>6. Updates from HCSCs</p> <p>MY (sportscotland) and NB (Sport England) updated on recent progress and challenges.</p>	<p>UKS</p> <p>UKS</p> <p>UKS</p> <p>UKS</p> <p>UKS</p>
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7. Finance and Risk Update

SdS referred Board to the Finance and Risk paper, which provided an update on the 2018/19 financial outturn and 2017/21 Tokyo cycle plan. The main risks within the financial plan still stood – namely confirmation of the 20/21 exchequer funding settlement and pressures on the APA budget together with calls on the Annual Review allocation.

SdS updated Board on the steps that the EIS had taken to balance their budgets and monitor progress towards the savings that they needed to make. This was being well managed by the EIS who had robust mechanisms in place which had also been subject to review by the Audit and Risk Committee.

8.1 Approval of Annual Report and Accounts

SdS presented the UKS 2018/19 Annual Report and Accounts which had been scheduled to be approved by Board at the meeting. The auditors were still seeking some assurances from the pension scheme and so were not in a position to be able to sign off on the accounts. Furthermore, a recent ruling in the Court of Appeal around age discrimination and the pension scheme meant that there was a risk that some of the pension scheme figures could be subject to change depending upon some further work that has been commissioned from the actuary. A number of DCMS bodies were being affected by this. SdS would report to Board over email the outcome of this further work and proposed that if changes were needed then these would be sent for re-review by the Group Audit and Risk Committee and for re-approval by Board.

Board approved the Annual Report and Accounts, subject to any possible pension scheme adjustments which would go through the Audit Committee and then on to Board for re-approval.

Sally Munday arrived at the meeting at 10.10am.

8.2 Winter Annual Investment Review

Kevin Woolnough, Performance Investment Operations Manager, presented to Board on this item, providing context to the 2019 Winter Sports Annual Review, followed by an overview of the recommendations.

Following discussion on the portfolio of sports, affordability and opportunities and challenges with specific sports:

- **Board acknowledged the Beijing Medal Target Range revisions**
- **Board approved the proposed WCP investment increases, totalling £2.52m, to GB Snowsport and British Curling**
- **Board noted the confirmed Wheelchair Curling Medal Support Plan investment totalling £0.94m, as agreed in March 2019**
- **Board noted that governance and culture still needed improvement in several Winter NGBs and sought assurances that conditions in the grant funding agreements would ensure this.**

8.3 Post Tokyo Strategy – Approval of Investment Guide

CW and Paul Buxton, Head of Performance Investment and Policy, led a session which focussed on three key areas of the Post Tokyo Strategy:

1. Principles for the High Performance System – **Board agreed these as proposed**
2. Performance Investment Model – **Board shared their thoughts and suggestions in detail and agreed to publish, subject to a review in Spring 2020:**
 - The 'in-practice' implications
 - The Pathway Investment Model, including:
 - a. The split of the pathway into Progression / Confirmation / Academy / Podium / Podium (contracted)
 - b. The breakdown of costs into 'Per Athlete' / Programme / Core & National Teams
 - c. Flipping the approach to contribution to define UKS contribution to NGB Core and National Teams costs
 - d. The focus of the Progression funding stream for funded and unfunded sports
 - The underpinning policy framework
3. Objectives (not method) by which to prioritise resources across the three investment streams - **Board agreed that the approach to prioritisation must enable us to:**
 - Sustain medal success (\geq top 4 Olympic & top 3 Paralympic)
 - Maximise the reach of investment (\geq # sports)
 - 'Refocussing' the system towards success in 'popular' sports
 - Reach all three investment streams
 - Decouple Podium Potential (when prioritising investment)
 - Factor issues such as the size and scale of the sport into our assessment of priorities at Progression and Academy levels. Board discussed a number of factors by which this might be achieved, with the executive agreeing to explore the viability of metrics within these areas.

Sally Munday left the meeting at 14.20pm

9.1 Stakeholder Perception Survey Report

Kate Palmer, Stakeholder Relations Advisor, and Jerry Bingham, Research Manager, attended for this item, led by LN, for any context and questions around the UKS Stakeholder Perception Survey 2019 Report. LN referred Board to the high-level summary of the recent Stakeholder Perception Survey report and an action plan containing proposed next steps. LN went on to remind Board of the key findings from the previous report from 2014 and what actions had been taken to address them. Looking to this year's report, LN picked out the key themes and noted the actions UKS are committing to deliver to affect change. Board discussed various elements of the report, in particular where improvements could be made, and offered their thoughts and suggestions.

<p>9.2 UK Sport Culture Health Check Results 2019</p> <p>LN outlined UKS’ organisation level Culture Health Check Pulse Survey results for 2019 and advised Board that work is going on within Directorates to discuss and address any Directorate-level actions. It was also noted that the great work of the Make a Difference working groups on Leadership, Working Together and Healthy Working Practises continues.</p> <p>LN then referenced a Stress Survey which was conducted alongside the Culture Health Check Pulse Survey and gave some early headline results. Board had some discussion on this and the topic of mental health in the workplace. It was confirmed that Board would receive both the Stress Survey results report and details of Mental Health Awareness Training currently being offered to all staff, by email.</p> <p>9.3 Articulating a Risk Appetite for UK Sport</p> <p>SdS led a discussion on articulating the current risk appetite at UKS and what the risk appetite might be for the post Tokyo period. It was accepted that this is to an extent driven by UKS being a public body and the responsibilities that are attached to that (e.g UKS is very risk averse on matters such as fraud and transparency) but that there are areas of work that are inherently more ‘risky’ (e.g research and innovation where there are no guaranteed returns on investment).</p> <p>Board gave some useful feedback and it was agreed that SdS would produce a matrix of areas to evaluate and assign high/medium/low risk appetite to and to bring this back to a future meeting.</p> <p>FB left the meeting at 15.00.</p> <p>The Chair explained that there would be no Communications Update presentation at this meeting, as it had only been a short time since the last report and any key activity had been captured in the board paper. Members were however offered the opportunity to ask any Communications-related questions. A member enquired about UKS’ position statement on a Maternity Policy for athletes. It was agreed that the Executive would take this away and discuss with the Legal department.</p> <p>9.4 Yorkshire 2019 Update</p> <p>Esther Britten, Head of Major Events, gave an overview of the UCI Road Cycling World Championships being hosted across Yorkshire between 21-29 September 2019. Esther updated on how planning is progressing and discussion was had on risks and how these are being mitigated.</p> <p>10.1 Information Papers</p> <p>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:</p> <ul style="list-style-type: none"> • Group Audit and Risk Committee Annual Report 2018/19 • EIS Annual Report and Accounts 2018/19 • Year-end 2018/19 Organisational Strategy Review outcomes 	<p>UKS</p> <p>UKS</p> <p>UKS</p>
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	<ul style="list-style-type: none"> • International Relations Investment Annual Review • Governance Code Assurance Programme – Thematic Reviews <p>On the Governance Code item, a member enquired about any measures being taken with regards sports and succession planning. CW responded that there is now a post in the UKS People Development Team dedicated to this and that succession planning is in the process of being rolled out, with pilots taking place with two sports.</p> <p>10.2 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 June 2019 • Major Events Panel – 5 June 2019 • Yorkshire 2019 Board – 14 May 2019 <p>11. Any other business</p> <p>A member asked for more information about the impact of funded events. It was agreed that the annual paper that is shared with Major Events Panel would also be shared with Board.</p> <p>Date of next meeting: 25 September 2019</p> <p>The next meeting will take place in Harrogate, where the Road Cycling World Championships will be taking place. The meeting will be Sarah Springman and Lis Astall’s last as Board Members.</p>	<p>UKS</p>
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