



**Minutes of the UK Sport Board Meeting held  
on 28 March 2019  
at  
Bisham Abbey National Sport Centre, Marlow Road, Marlow SL7 1RR**

**Present**

**Chair** Dame Katherine Grainger

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

**Observers:** Frankie 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  
Jessica Whitehorn Head of Communications  
Jonathan Bennetts Head of Finance and Risk

Paul Buxton Head of Performance Policy and Investment (item 8)  
Ian Robinson Head of Corporate Strategy (item 8)  
Simon Fountain In-house Lawyer (item 8.4)  
Esther Britten Head of Major Events (item 8.3)

**Board Secretary** Jordana Wicks

	<b>ACTION</b>
<p><b>1. Introduction and Apologies for Absence</b></p> <p>The Chair welcomed everyone to the meeting at Bisham Abbey National Sport Centre and referenced the joint UKS and EIS 'Immersion Session' that had taken place the previous afternoon, where members had seen a World Class Programme and the services of the EIS brought to life through tours of both Caversham (British Rowing) and Bisham Abbey (EIS site).</p> <p>All Board Members were present, but apologies were noted from Sophie Du Sautoy (Director of Business Services - who was on annual leave) who was represented by Jonathan Bennetts, Head of Finance and Risk, and from Nico Heslop (DCMS) who was represented by Francesca Broadbent. The Chair reported that this was Jonathan's last day at UK Sport before moving onto a new role and thanked him for his service – particularly when acting as Director of Business Services last year.</p> <p>Jessica Whitehorn, Head of Communications, who would be representing the Communications and Commercial Directorate for an interim period following the departure of Director, Vanessa Wilson, was welcomed to the meeting.</p> <p><b>2. Declarations of Interest</b></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"> <li>• Mel Young and Curling (item 8.2)</li> <li>• Nick Bitel and the IPC World Para Swimming Championships (item 8.3 - London Marathon has a contract with IPC for the World Athletics Championships in Manchester)</li> <li>• John Steele and EIS funding (item 8.1)</li> <li>• Annie Panter and Chelsea Warr as UKS' appointees to the EIS Board (item 8.1)</li> </ul> <p><b>3. Chair's Introductory Remarks</b></p> <p>The Chair firstly 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. Once again, the update was that the matter remains unresolved but that there is optimism that the Wales situation might progress with support from DCMS.</p> <p>The Chair also noted key activity in the period since the last meeting, which included the UK Sport Future Strategy Launch, Paralympic Conference and a recent trip to Zambia with International Relations to see a netball project connected to this summer's Netball World Cup and a similar upcoming visit to Nepal connected to Taekwondo, for which she would be joined by Board Member JD.</p> <p><b>4. Approval of the Minutes</b></p> <p>The minutes of the meeting of 7 February 2019 were approved as a true record of the meeting.</p>	

	<p><b>5. Matters Arising and Executive Team Report</b></p> <p>LN updated on progress with actions from previous meetings and noted anything else significant that Board should be aware of.</p> <p>In reference to the Executive Team Report, LN provided one further update – that this year’s UKS Culture Health Check Staff Survey had been launched the previous week and that the ‘Make a Difference’ Working Groups that were established following last year’s results continue their good work.</p> <p>A member expressed interest in the Sport Intelligence Study Tour and suggested that Board be provided with a more detailed update. It was agreed to bring this to a future meeting.</p> <p><b>6. Updates from HCSCs</b></p> <p>MY (<b>sportscotland</b>) and NB (Sport England) updated on recent progress and challenges.</p> <p><b>7. Post Tokyo Strategy</b></p> <p>Paul Buxton (Head of Performance Policy and Investment) and Ian Robinson (Head of Corporate Strategy) came to the meeting and together with CW, updated on the development of the Post Tokyo Strategy following the Launch on 12 February and Workshops that had subsequently been held around the country.</p> <p>Board were led through a discussion on revised Principles, ‘Purpose’ statements and an approach to the prioritisation. Discussion was also had on more specific definitions for the three streams of funding identified as part of the new strategy during the February Board meeting (Podium / Podium Potential / Progression).</p> <p><b>Board members were supportive of the proposals and gave valuable feedback to shape the next steps.</b></p> <p><b>8.1 Finance</b></p> <p>JB led board through the following items:</p> <p><u>Finance and Risk Update</u></p> <p>JB advised of the following additional updates since the paper had been issued:</p> <ul style="list-style-type: none"> <li>• An additional £250k has been allocated from DCMS for the provision of technical support in relation to mega events</li> <li>• January/February lottery receipts are indicating that the projection for the year will be met, with a circa £1m surplus on the underwrite to take forward into the next financial year</li> </ul> <p><b>Board noted the revised financial position following the Period 9 review</b></p> <p><u>2019/20 Budget – 2017/21 Financial Plan</u></p> <p>JB presented the 19/20 budget in the context of the 17/21 financial plan. The budget showed a planned break-even position on the exchequer accounts, with an additional drawdown of £500k from the lottery reserves</p>	<p><b>UKS</b></p>
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	<p>- leaving the projected balance at 31 March 2021 as being just over £15m.</p> <p>Board were also advised that UKS first draft submission for the Comprehensive Spending Review was being submitted to DCMS. This submission included the requirement for an extension of the lottery underwrite to 20/21 and assurances had been received from DCMS that this was also a priority for them.</p> <p>JS (as Board observer and Chair of EIS) left the room whilst discussion was had on reinstating a £0.5m award (withdrawn last year) to EIS given the emerging budget pressures. Board decided that CW and AP should stay in the room to contribute to the discussion as UKS appointees to the EIS Board, but that AP should not be party to the decision. Detailed discussion was had on this matter, including around measures EIS are putting in place and reporting to the Group Audit Committee. It was noted that EIS would be producing a "lessons learnt" paper for the Group Audit Committee. UKS Board also requested sight of this, as well as regular reporting to the UKS Board.</p> <p><b>Following discussion, Board agreed the reinstatement of £0.5m of award to EIS.</b></p> <p><b>Board approved the budget for 19/20 within the context of the 17/21 financial plan</b></p> <p><u>UK Sport Annual Report and Accounts Update</u>  <b>Board noted the timetable and approach</b></p> <p><u>Athlete Medical Scheme Renewal</u>  <b>Board approved the recommendation that following a tender process, UKS should enter into a three-year contract with BUPA at the annual amount recommended by the Executive.</b></p> <p><b>8.2 Winter Transitioning Sports</b></p> <p>CW updated Board on the transitional process of three winter sports that in 2018 Board decided to cease funding for performance reasons. CW confirmed that funding will cease for the Bobsleigh and Short Track Speed Skating programmes based on results this year, however the Medal Support Plan for Elise Christie will continue.</p> <p>CW also talked through a new Medal Support Plan proposal for Wheelchair Curling, (MY left the room for this discussion) who recently achieved a silver medal at their World Championships. An indicative award of £683k as a minimum modelled investment, plus estimated APA costs of £254k was agreed to be affordable and in line with criteria. The award will be confirmed to Board in June alongside the Winter Annual Review of investment.</p> <p><b>8.3 Major Events Panel Recommendations</b></p> <p>Esther Britten (Head of Major Events) came to the meeting and spoke about recommendations to invest into the 2020 World Skateboarding</p>	<p>UKS</p>
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Championships and the 2019 IPC World Para Swimming Championships.

With regards Skateboarding, and following a discussion around the non-conventional delivery model, **Board agreed to invest up to £291k, subject to this being channelled via the NGB, GLA or a SPV.**

With regards the 2019 IPC World Para Swimming Championships, and following a discussion around the merits of stepping in to deliver this event at short notice, **Board agreed to invest up to £500k to British Swimming to stage the event.** It was also agreed to ask the Para Swimming Programme to contribute any savings they might have made from not travelling overseas.

#### **8.4 UK Sport Board Terms of Reference**

Following queries at recent meetings regarding term lengths of the home country nominated Board Members, an updated Terms of Reference was presented. SM explained that the Royal Charter states that UKS Board Members can serve terms of three years, whilst common practise has been for DCMS to offer home country nominated Board Members terms of four years, to align with their terms as the Chairs of the Home Country Sports Councils. DCMS has advised that appointment letters will be reissued to reflect the Royal Charter. A discussion was had on some of the challenges that this situation presented. **It was agreed that the Terms of Reference must reflect the situation as is currently described in the Royal Charter, but that discussions would be progressed with DCMS around changes that the Board might wish to see in future, including further exploration of the processes required to amend the Royal Charter. It was therefore agreed to approve the Terms of Reference.**

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#### **9.1 Strategic Communications Planning**

JW 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 February to March 2019, analysis of media coverage and plans for future activity.

JW spoke in particular about the Stakeholder Perception Survey (which is now complete and the report being drawn up), the Perceptions Tracker and a 'Track to Tokyo' storytelling piece. Board were played a video focussed on Kye White, a young BMX rider, his family and background story as an example of the work of the National Lottery Promotions Unit (NLPU) and the type of content the Communications Directorate will be looking to do more of to better engage the public with athletes ahead of the Games.

#### **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:

- Securing the Resources - Project Content Update
- Cyber Security Update
- Audit and Assurance Programme: Continued Code Compliance

	<p><b>10.2 Minutes</b></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 questions on these:</p> <ul style="list-style-type: none"> <li>• Major Events Panel – 6 March 2019A</li> <li>• EIS Board – 3 December 2018</li> <li>• Yorkshire 2019 Board – 24 January 2019 <ul style="list-style-type: none"> <li>➢ A member asked whether the individual from Welcome to Yorkshire who is on the Yorkshire 2019 Board would continue in this role given recent headlines. It was explained that Yorkshire 2019 was in discussions with Welcome to Yorkshire about this</li> <li>➢ A member asked whether possible protests around the announcement of Team INEOS could have budget implications for security of the event. It was confirmed that this would be reviewed by Yorkshire 2019.</li> </ul> </li> </ul> <p><b>11. Any other business</b></p> <p>A member noted that Red Bull are a sponsor of Netball and with the Netball World Cup being hosted in July 2019, enquired about UKS’ policy on sponsorship. It was agreed that this should be reviewed.</p> <p><b>12. Board Skills Matrix Review and Options for Effectiveness Review</b></p> <p>The Executive Team left the meeting and Board members stayed on to consider options for an externally facilitated Board Effectiveness Session and to review the collated analysis of a Skills Matrix exercise completed late last year.</p> <p>Options put forward by the Executive for a Board Effectiveness session were considered and Board agreed to commission a fully externally-facilitated Board Evaluation. Board agreed that this should be cost effective, a group session and focus on what is currently good and what could be better. Members put forward suggestions of companies they would recommend for this type of work.</p> <p>Board then moved to a discussion on the Skills Matrix Analysis which gave insight on what skills members felt were most important for the UKS Board and how they currently ranked against them. Importantly, they also helped to identify the gaps that will result from SS and LA’s departures in October 2019 (when their terms end) which would help to inform the role profile and recruitment campaign for new board members and any specific skills and experience that may be required to bridge those gaps.</p> <p>The meeting concluded at 15.15.</p> <p><b>Date of next meeting: 16 May 2019</b></p>	<p><b>UKS</b></p>
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