



**Minutes of the UK Sport Board Meeting held
on 7 February 2019
at
UK Sport, 21 Bloomsbury Street, WC1B 3HF**

Present

Chair Dame Katherine Grainger

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

Observers: 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 Business Services
Krystle Fonyonga General Counsel

Paul Buxton Head of Performance Policy and Investment
(item 7 and 9.1)
Ian Robinson Head of Corporate Strategy (item 7)
Simon Fountain In-house Lawyer (item 8.2)
Kevin Parker Knowledge and Information Manager (item 9.1)
Kevin Woolnough Performance Investment Operations Manager
(item 9.1)
James Bell Head of Culture and Mental Health (item 9.2)
Debbie Jensen Deputy Director of People Development (item
9.2)
Rob Morini Head of International Relations (item 10.1)

Board Secretary Jordana Wicks

- event announcement had been scheduled.
- Following the recent resignation of the Chair of UK Athletics, the UK Sport and Sport England CEOs had written jointly to the UKA Interim Chair and the Chair of its Members Council to express concerns that the leadership of the sport was not aligned, and to advise the NGB that the two Sports Councils were minded to require the appointment of an independent chair, as permitted under the Code for Sports Governance.
- Board put on record their thanks to the Legal Team for their work on the Jess Varnish legal case. LN noted the commitment to learn lessons from the case and to incorporate these into the Future Strategy work.

6. Updates from HCSCs

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

7.0 Post Tokyo Strategy

A session was led by Paul Buxton and Ian Robinson, with the objective to confirm the statement for direction of travel for the UKS Future Funding Strategy Launch event on 12 February. This included reaching agreement on how to define the depth of future investment (pathway) and how to capture and describe an overarching approach to prioritisation. Board members had again convened for a working dinner the evening before, where a set of delivery principles that would feed into messages to be conveyed at the launch had been finalised.

It was noted that following the launch, workshops will be held with sports and stakeholders across the country and any feedback and proposed adjustments to the principles will be fed back to Board during the week commencing 11 March.

8.1. Major Event Panel Recommendations

SM explained the recommendation from the Major Events Panel to invest into hosting the 2023 World Trampoline Championships, 2021 Taekwondo Grand Prix, 2022 European Taekwondo Championships and the 2023 Taekwondo Grand Prix Final. The strategic benefits and risks of hosting, as well as the thoughts and recommendations of the Major Events Panel were outlined.

Board agreed:

- **An award of up to £726k to British Gymnastics into the 2023 World Trampoline Championships, subject to conditions outlined in the paper**
- **Awards to GB Taekwondo (subject to conditions in the paper) of:**
 - **Up to £308k toward the 2021 World Taekwondo Grand Prix**
 - **Up to £269k towards the 2022 European Taekwondo Championships**
 - **Up to £330k towards to 2023 World Taekwondo Grand Prix Final**
- **To offer a second term on the Major Events Panel to Dave Gordon.**

8.2 UK Sport Board Terms of Reference

This item came back to Board following requests for further changes to previous versions that had been circulated. SM and Simon Fountain (In-House Lawyer) talked Board through the revised version and questions and feedback received in advance of the meeting. Discussion was had on these and any further points, some of which required further dialogue with DCMS. The agreed changes will be made to the Terms of Reference for sign off by Board.

SB left the meeting at 12.30am.

9.1 AIR Outcomes

CW gave Board an overview of the 2018 Annual Review process, the major inputs/management process and the recommendations deriving from it concerning Tokyo medal targets and investment levels.

Board considered the following recommendations:

- Tokyo Medal Target Range revisions – (acknowledged)
- Proposed investment increases totalling £152,852 (**approved**)
- Proposed investment decreases totalling £284,893 (**approved**)
- Medal Support Plans to continue in the sports of Badminton, Archery, Climbing, Karate – and the addition of Fencing (**approved**)
- Panel and Executive Meeting outcomes (acknowledged)

Full details:

<http://www.uk sport.gov.uk/news/2019/02/08/more-money-for-more-sports-and-athletes-on-the-track-to-tokyo>

9.2 2018 Culture Health Check Overview

James Bell (Head of Culture and Mental Health) and Debbie Jensen (Deputy Director of People Development) provided Board with the outcomes of the work that was undertaken in 2018 to collate cultural insights of World Class Programmes across the High Performance System and to draw comparisons to 2017 baseline data.

A summary of the background and methodology was presented including; response rates, emerging system findings and themes including progress from 2017, risk ratings and sport specific progress, a comparison with professional sports and overarching reflections and next steps.

For 2018, it was explained that sports had three options to gather even more effective insights into WCP culture - (i) Full CHC, (ii) CHC Lite and (iii) Walk the Floor.

The 2018 results suggest the cultural health of the high performance system has improved over the past 12 months, there are four key themes that will continue to be a focus for the People Development Team over the next 18 months:

- a. Optimising the mental health and wellbeing of all people in the high performance system (including athletes *and* staff)
- b. Education around consequences for inappropriate behaviour and clarifying the distinction between robust coaching and bullying
- c. Improving recruitment and succession planning processes of key senior appointments across the high performance system, especially CEOs, Performance Directors and Head Coaches (who

UKS

- set the 'cultural tone' in sports)
- d. Accelerating the leadership and management capability of all senior leaders across the high performance system.

DJ went on to give a high level sight of the People Development Team restructure, to support the delivery of the new strategy and system issues and opportunities. The full strategy will be brought to Board in the coming months.

Progress of the HP systems trajectory towards Tokyo was discussed.

NH left the meeting at 14.45pm.

10.1 International Relations Intel Briefing

Rob Morini (Head of International Relations) presented Board with a high level update on key International Relations issues and themes of interest to UKS' strategy, reputation and voice in international sport.

Key themes discussed (and their implications for UKS) were:

- WADA
- Boxing's future at the Games
- Future of the IOC/IPC programme and which sports will feature at the 2024 and 2028 Games.

10.2 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 December 2018 – February 2019, analysis of media coverage and plans for future activity.

VW updated on plans for a Stakeholder Perception Survey, which was last conducted in 2014 and received very positive results. VW also alerted Board to a piece of research - Weimar Research II – which had looked at the impact of sporting success on club membership and participation levels in Germany. She explained that Sheffield Hallam University had been commissioned to do some similar research in respect of the UK and went on to outline the results - the headline being that success, events and 'stars' have a positive inspirational effect on sports club membership across our 33 sports and that this effect can last for up to four years, influenced by such factors as home events taking place, sporting successes and Sports Personality of the Year results. VW reported that a longitudinal survey will now be developed to see how the Games can be further capitalised on to maximise conversion.

MY left the meeting at 15.32.

NB left the meeting at 15.35.

11 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:

- Aspiration Fund Progress Report

11.2 Minutes

	<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"> • UK Sport Group Audit Committee – 20 November 2018 • Major Events Panel – 16 January 2019 • EIS Board – 3 December 2018 • Yorkshire 2019 Board – 7 November 2018 <p>It was noted that the EIS potential deficit, reported in the EIS Board minutes from 3 December 2018, needed to be addressed.</p> <p>12. Any other business</p> <p>A member asked if checks had been made on the first home event that will take place Post-Brexit, to consider any implications there might be to its delivery. SM confirmed that this will be the BMX World Cup in Manchester and that possible areas of impact are under consideration.</p> <p>A member asked for clarity on the date period specified in the most recent Board member declaration of interests to be completed. Another asked a question about whether there is a prescribed time period for how long a conflict continues to be considered a conflict after involvement has ceased with the conflict organisation/company. It was agreed that clarity would be sought and provided to Board by email.</p> <p>It was confirmed that the Board Skills Matrix Review exercise would be deferred to the next meeting.</p> <p>Date of next meeting: 28 March 2019</p>	<p>UKS</p>
--	--	-------------------