



**Minutes of the UK Sport Board Meeting held
on 22 September 2016
at
UK Sport, 21 Bloomsbury Street, WC1B 3HF**

Present

Chair Rod Carr

Attendees:

Nicky Roche
Nick Bitel
Lis Astall
Mel Young
Brian Delaney
Paul Thomas
Neil Chugani
Sarah Springman

UK Sport Staff

Liz Nicholl	Chief Executive
Simon Morton	Chief Operating Officer
Simon Timson	Director of Performance
Chelsea Warr	Deputy Director of Performance
Vanessa Wilson	Director of Commercial & Communications
Sophie du Sautoy	Director of Finance, Investment & Business Services
Nigel Walker	National Director of EIS (item 9.2)
Esther Britten	Head of Major Events (item 10.1, 10.2 and 10.3)
Sam Timmermans	Head of Sports Intelligence (item 9.1)
Jane Purdon	Head of Governance (item 10.4)
Vijay Parbat	Head of Legal

DCMS Nick Pontefract Deputy Director, Head of Sport

Observer John Steele Chair EIS

Board Secretary Nicky Anderson

1. Introduction and Apologies for Absence

Action

The Chair welcomed and congratulated Chelsea Warr on her recent appointment to Performance Director of UK Sport. Apologies were received from John Dowson.

2. Chair's Update

Chair reflected on the outstanding performances of Team GB and Paralympics GB and praised the work of the BOA and BPA during the Games. The Chair thanked the Sports Intelligence team, who provided daily updates that informed briefings shared with senior Ministers, and the International Relations team for their role in Rio.

Chair updated on the succession planning for the Chair of UK Sport role.

Chair also discussed the challenging financial situations that remain going forward into the Tokyo cycle.

3. Olympic and Paralympic Games Summary Performance

BD arrived.

ST presented slides summarising Team GB's and Paralympics GB performance and highlighting key moments at both the Olympic and Paralympic Games in Rio. ST discussed the importance of building on the successful foundations laid during the Rio cycle but the need to evolve during the Tokyo cycle.

Board congratulated the team on the outstanding performances of the Olympic and Paralympic Games. Board also discussed implications of our success and future intelligence gathering regarding the international competition.

4. HCSC update

PT, MY, BD and NB updated Board on current matters of strategic interest in each Home Nation.

Board discussed the importance of UK Sport continuing the close links with Home Country Sport Councils (HCSCs). Board was reassured this continued to happen at Executive level on a range of matters of mutual interest and, in a performance context, through the High Performance Strategic Advisory Group (HPSAG).

5. Declaration 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.

John Steele, Chair of the EIS declared an interest in item 9.2 and 9.3.

6. Approval of Minutes

The minutes were approved as true record of the meeting.

7. Executive Team Report and Matters Arising

LN updated on the Board Action log and informed Board that all items are on track and significant work is ongoing across the organisation.

The following items were noted.

The World Class Performance Conference takes place on 28/29 November. Board members will receive an invitation and there will be an opportunity not only to engage with the conference but also to have some Board level discussions.

Board will receive an update from I Am Team GB/ PARALYMPICSGB campaign at the October Board meeting.

Board will receive an update on Olympic and Paralympic media coverage at the October meeting.

8. Finance Update

SdS introduced UKS 47 and updated Board on the latest 4 year position on a management accounts basis to reflect the final 15/16 outturn and forecast changes in the 16/17 financial year.

SdS highlighted that although lottery income by nature is variable it is currently tracking behind the forecast income for the year to date. At this stage the Department of Culture Media and Sport (DCMS) has not revised the lottery projections. Board noted the work being undertaken by the Executive to mitigate the impact if forecasts are not met.

9.1 Sports Intelligence (SI) system phase 2 report

ST introduced paper UKS 48 and Sam Timmermans presented to Board an update on the achievements and current status in the areas of Data Management & Data Analysis at UK Sport.

Board discussed the security measures in place to protect the system, Intellectual property (IP) potential, mental welfare of athletes and level of maturity, engagement and acceptance within the National Governing Bodies (NGBs) and HCSC's of the SI system. ST highlighted that the NGB's have been educated on the system.

Board acknowledged that the SI system enabled evidence based decision making but was not the sole factor in decision making on performance related matters. Board will receive a further update on the future strategy at the October Board meeting.

UKS

9.2 English Institute of Sport (EIS) 2017/21 Strategy

ST reminded Board of the EIS strategy journey to date and that the presentation was for discussion. NW set the context and presented the strategic priorities for the EIS 2017-21.

NW and JS left meeting.

Board discussed the EIS strategic direction and potential challenges over the next cycle. Board also discussed the delivery model, commercial opportunities, effectiveness and efficiency, changes planned and impact on leadership. Board will consider a paper at the October meeting

detailing the Executive team's review of the EIS strategy to inform 2017-21 investment decisions. **UKS**

9.3 EIS Additional Award

CW introduced paper UKS 49 summarising the request for an additional uplift to EIS for the 2016/17 financial year.

Board noted the critical need to recruit to the posts as soon as possible and approved an uplift of £65,500 to EIS for the 2016/17 financial year to allow this to happen.

Board also noted that whilst the value of this award is within the delegated limits of the CEO, these are limited to being within existing strategy and the new roles are a component of the 2017/21 Tokyo strategy for EIS. Whilst that investment decision has yet to be made, these roles were confirmed as a priority whatever that outcome.

9.4 Indicative 2017/21 Financial Plan (to include Band 5 Sport)

JS re-joined the meeting.

LN introduced paper UKS49 and SdS reminded Board of the elements of the financial planning brought to earlier Board meetings. SdS highlighted the significant spend areas and the rigorous zero based budgeting exercise undertaken against the detailed components of the UKS strategy for 2017/21.

Board agreed that they would like to see more information to substantiate the outcomes and deliverables linked to the financial plan. This was agreed would be brought to the October Board. **UKS**

Board also asked to see a cost per medal analysis against the indicative 2017/21 allocations and a breakdown of the "other" resource being directed to the WCPs. **UKS**

Board agreed that there were significant affordability challenges, and that unless there was a very significant change in the forecast UK Sport income position then resource is unlikely to be able to stretch deeper in the meritocratic table to support those sports who are not targeting a medal in Tokyo.

Board agreed that officers should delay communication to those sports who are unable to target medal success in Tokyo until after the October Board meeting. Investment in these Band 5 sports will not be affordable unless there is significant change in UK Sport income. **UKS**

Board was invited to feedback further thoughts on any further information they may require to support the 2017/21 investment decisions outside the meeting.

10.1 Major Events Investment Principles

EB joined the meeting.

SM introduced paper UKS 51. Board discussed the revised set of Investment Principles for the period 2017-25.

With a few minor amendments discussed at the meeting **Board approved the Investment Principles as set out in the paper.**

10.2 Mega Events Strategy

SM introduced paper UKS 52 and noted that positive discussions had been held with the Home Country Events Agencies on the issue of collaboration around a UK Mega Events Framework.

Board discussed the ideas presented in the paper and made a number of suggestions for inclusion in the final document. Board will be presented with the final version to consider at the October Board meeting. **UKS**

10.3 Major Events Panel Recommendations

EB introduced paper UKS 53.

Board agreed for UK Sport to invest up to £350k towards the 2018 European Gymnastics Championships in Glasgow subject to the conditions outlined in the paper.

Board endorsed officers' intention to provide support of £150K to ensure cross-sport benefits from the 2018 European Championships in the areas of experience planning, knowledge transfer and consumer research, subject to conditions outlined in the paper.

Board agreed for UK Sport to provide up to £3m towards the 2019 Road Cycling World Championships, to be invested through a new Special Purpose Vehicle (SPV) once it is constituted, subject to conditions outlined in the paper including the proposed governance arrangements, and a discussion with British Cycling regarding its level of investment.

EB left the meeting.

10.4 Governance Code

JP joined the meeting.

JP introduced paper UKS 54 and reminded Board that the new Code has been jointly developed with Sport England, and that the Sport England Board had signed off the Code at their Board meeting on the 20 September. Board noted the revised wording since seeking legal advice, and that Sport England had proposed some additional wording around diversity. Board to receive a copy of the final revised wording in respect of diversity. **UKS**

JP highlighted that the Minister and DCMS colleagues had been updated and had provided positive feedback.

Board approved the Governance Code and:

- **The Principles and Requirements for Tiers 3 and 1 detailed within Annexes 3 and 4 of the paper.**
- **That these will be applied to future grant recipients from the start of the next cycle**
- **That a series of tiers be developed based on the level, purpose and length of investments**

Board acknowledged the excellent collaborative work on this project and congratulated the team.

JP left the meeting.

10.5 Eligibility Policy

Board agreed to defer the Eligibility Policy item until the October Board Meeting. **UKS**

11.1 International Intelligence Briefing

SM presented a briefing on significant International Relations issues.

12.1 Every Road to Rio Campaign

Board received and noted item. Chair invited Board to feedback after the meeting.

12.2 Kids Company

Board received and noted item.

12.3 Audit Committee minutes

Board received and noted item.

12.4 Major Events Panel minutes

Board received and noted item.

13. Any Other Business

DCMS is considering UK Sport's request to extend the Board by two additional members.

14. Date of next meeting:19 October 2016