



**Minutes of the UK Sport Board Meeting held  
on 21 March 2018  
at  
UK Sport, 21 Bloomsbury Street, WC1B 3HF**

**Present**

**Chair** Dame Katherine Grainger

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

Francesca Broadbent DCMS  
John Steele English Institute of Sport

**UK Sport Staff** Liz Nicholl Chief Executive  
Chelsea Warr Director of Performance  
Vanessa Wilson Director of Commercial &  
Communications  
Jonathan Bennetts Acting Director of Finance, Investment &  
Business Services  
Krystle Fonyonga General Counsel  
Paul Buxton (item 9.2) Head of Performance Investment Policy  
Emma Smith-Squire (item 9.2) Sport Intelligence Analyst

**Board Secretary** Jordana Wicks

## **1. Introduction and Apologies for Absence**

**ACTION**

The Chair welcomed members to the meeting and noted apologies from Andrew Honeyman (deputised by Francesca Broadbent) and Simon Morton.

The Chair welcomed Sally Bolton (who had been appointed to the Board following the recent recruitment campaign for two new members) and Sally introduced herself.

The Chair also confirmed that John Dowson had been re-appointed to Board for a further term of three years and that an applicant from the recent recruitment process had been appointed to replace Neil Chugani - and that this would be announced by DCMS imminently.

## **2. Declarations 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. No conflicts with the agenda items were anticipated.

## **3. Chair's Introductory Remarks**

The Chair informed Board that UK Sport staff had been invited to meet them informally over lunch and for a Q&A session. Also that Board members would receive an open invitation to monthly Staff Brief sessions going forward.

**UKS**

The Chair updated that Sport NI and Sport Wales appointees to the Board are still yet to be confirmed by the Secretary of State and confirmed that the CEOs of these HCSCs continue to receive the Board papers and are offered the opportunity to provide input and feedback to LN ahead of Board meetings.

The Chair referenced the recent Olympic and Paralympic Winter Games, noting the great standard of competition and that respective Team GB and Paralympics GB medal targets had been met.

## **4. Approval of the Minutes and Matters Arising**

With the following amendments, the minutes of the meeting on 31 January 2018 were approved as a true record of the meeting:

8.1 Recommendations of the Major Events Panel – there needs to be clearer wording around the agreement that UK Sport should consider the parameters through which it could consider investing more innovatively in the future.

8.3 2017 Summer Olympic and Paralympic Annual Review - Change of wording from 'independence' to 'independent experts' ... to sit on Panels for sports managed by the English Institute of Sport going forward.

A member requested an update on the potential for British Cycling co-funding in relation to their new award (BMX Freestyle). LN advised that the Executive would explore this.

**UKS**

## **5. Matters Arising and Executive Team Report**

LN referred the Board to the action log and provided updates on the items

that were not already on the agenda to be addressed at this meeting.

LN referred to the Executive Team Report and provided Board with some other key updates on;

- The UK Sport Staff Survey – Board members were advised that this will be an item for the agenda at the next meeting.
- Basketball – Basketball had lobbied MPs for a hearing to request investment to maintain the British team’s ability to compete internationally, with the case focussing on the sport’s unique diversity considerations. This resulted in a meeting of British, home nation and international representatives from the sport with the Minister for Sport and both UK Sport and Sport England. Board was updated on the details of the meeting and the ongoing discussions.
- British Equestrian Federation – LA and NR left the meeting for this discussion owing to a conflict of interest. The Independent Review has now been published and UK Sport is awaiting an Action Plan from BEF to address the outcomes of the Review and compliance with the Governance Code.
- Future Strategy – The tender to manage the public and stakeholder consultation on the future strategy for the Paris cycle is now open for applications.
- Deputy Director of People Development – this new role, a repositioning of an existing headcount, has now been successfully filled.

General discussion followed on topical issues including; culture, welfare and ethics (whilst noting good progress through the Sport Integrity function), the Culture Health Checks and work on values to be discussed later on the agenda. It was agreed that time should be dedicated for important general discussion of this nature going forward.

**UKS**

## **6. Updates from HCSCs**

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

NB added a concern that there is a lack of a pipeline for BAME representation on Boards in sport and outlined a piece of work Sport England is doing with a recruitment company to create an online ‘bank’ of Board-ready candidates.

### **7.1 Legal Update**

JB updated Board on developments in the Jess Varnish case, and advised them that the preliminary hearing scheduled for April has been postponed until December 2018 due to witness availability.

General discussion was had on this matter, including around the potential significance of the case for UK Sport and the High Performance System and Board were advised that they would be kept up to date as the hearing nears.

### **7.2 Finance Update**

JB updated Board on UK Sport’s financial position following the reforecast at the end of Period 9 and referred to Lottery income actuals and the government spending review announced for 2019.

## **8.1 2018/19 Budget and updated 2017/21 Financial Plan**

Board was asked to consider approval of the 2018/19 budget and an updated 2017/21 financial plan. It was noted that both are balanced and within the envelope set for the Tokyo Cycle. JB further explained that Lottery income is provisional, that a re-prioritisation exercise had been conducted to accommodate changes and highlighted some operational risks to the Plan in particular the increasing costs of Athlete Performance Awards as more athletes merit the higher levels of award. JD commented that whilst this is very positive, it creates a financial risk that will require a further realignments of resources at a time of significant resource pressure. JB confirmed that an internal working group would be set up to review the various risks associated with the APA budget.

### **Board approved the 2018/19 Budget and updated 2017/21 Financial Plan**

#### **8.2 Athlete Medical Scheme Renewal**

Board was asked to consider the renewal terms and associated costs with managing the Athlete Medical Scheme, run by BUPA, for the financial year 2018/19. It was reported that, as is normal practice, a full re-tender is conducted at intervals and is scheduled for the following year.

With some comments about the timing of the re-tender and the need to ensure it does not disrupt essential support to athletes, **Board approved the renewal terms and associated costs with managing the Athlete Medical Scheme for the financial year 2018/19.**

#### **8.3 Appointments to Committees and Panels**

**Board approved the following appointments/re-appointments to Panels:**

- John Dowson – Chair of Audit Committee (re-appointment)
- Anwar Ahmed – Audit Committee (re-appointment)
- Michelle Dite and John Dutton - Major Events Panel (new appointments). Noted that following a Panel Effectiveness Review, it was decided not to fill a third vacancy at this time.

**Board delegated authority to the Chair to fill other Panel vacancies with new Board Members, following consideration and discussion with them.** UKS

#### **8.4 Major Event Panel Effectiveness Review Outcomes and Recommendations**

NR (Chair of Major Events Panel) summarised the outcomes of a recent Major Events Panel Effectiveness Review and asked for Board's approval of some minor revisions to the Terms of Reference of the Panel and its composition. This included a reduction in Panel size and some enhanced specifications on member competencies.

**Board approved the recommendations.**

#### **8.5 High Performance System Values and Behaviours**

CW summarised the progress so far in defining a set of industry values for the High Performance System to sign up to in the pursuit of excellence and the delivery of the vision of 'A nation inspired by Olympic and Paralympic success'.

CW shared the outcomes of a recent consultation with the System and

presented a final set of five values that had been reached from this and Board's own discussions at previous meetings.

**In-depth discussion was had and Board approved the values – with some amendments to be made to their explanatory surrounding wording. These are: Pursuit of Excellence, Integrity, Teamwork, Respect and Innovation.** It was explained that mapping behaviours against these would be a next step.

**CW outlined a proposed embedding plan, which Board endorsed and requested progress updates on going forward.** UKS

### **9.1 Strategic Communications Planning**

VW provided Board with an update on progress with the delivery of UK Sport's Communications Strategy, including a summary of proactive activity undertaken in the period (which included activation around the Winter Games including National Lottery promotion and acknowledgement and the #StepItUp and #DiscoverYourGold campaigns) and plans for future activity.

VW also presented Board with the independent media (and social media) analysis for the January/February 2018 period and discussion was had on various aspects of this, including in the context of the forthcoming Public Consultation on the future investment strategy.

### **9.2 PyeongChang Post-Games Performance**

CW referred Board to the PyeongChang 2018 Performance Summary paper and followed this up with some high level reflections on both the Olympic and Paralympic Games and medal targets. It was explained that the next step is to recalibrate submissions working towards the Beijing Investment recommendations that Board will consider in June.

A short activity followed, where Board Members discussed in groups a) what excited and surprised/concerned them about the Games and b) what their feelings are about the consequences if more sports are assessed as having no or low medal potential for 2022. This prompted some valuable discussion around current direction of travel ahead of the decisions to be made in June 2018. It was agreed that an update should be provided to May Board. UKS

## **10. Information Papers**

NR left the meeting.

The Chair referred Board to a list of information papers they had received in between Board Meetings;

- UKSINFMAR181- Securing the Resources – Commercial Partnerships Update
- UKSINFMAR182 – HPSAG Update
- UKSINFMAR183 - NAO Investigation into National Lottery Funding for Good Causes Report

Minutes:

- Audit Committee – 6 March 2018

Wholly Owned Subsidiary Minutes

- Yorkshire 2019 Board – 17 January 2018

Board members were given the opportunity to raise any questions on these papers.

A member suggested a Deep Dive on HPSAG at a future meeting, particularly around the areas of overlap in Pathways and it was agreed to put this on a future agenda. **UKS**

A member also suggested that a status update regarding UKS's progress towards GDPR compliance should be provided to May Board. **UKS**

### **11. Any other business**

VW expressed thanks to those members who had engaged with Omnicom on the Project Performance Audit and advised that an update on the project (and the April workshop with NGBs) would be provided at the May Board. **UKS**

The meeting ended at 15.15pm.

**Date of next meeting: 15 May 2018**