



**Minutes of the UK Sport Board Meeting held
on 16 May 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
Sally Bolton
Martyn Worsley

Victoria Aggar British Athletes Commission (item 10.1)

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
Sophie du Sautoy Director of Business Services
Krystle Fonyonga General Counsel

Paul Buxton Head of Performance Policy and Investment
(item 7)

Ian Robinson Head of Corporate Strategy (item 7)
Phillippa Carr Performance Investment Coordinator (item 7)
Tom Baker Head of Commercial Partnerships (item 10.2)
Debbie Jensen Deputy Director of People Development (item
10.3)

Board Secretary: Jordana Wicks

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| <p>1. Introduction and Apologies for Absence</p> <p>The Chair welcomed everyone to the meeting. Apologies were noted from Lis Astall, who had provided input for the meeting to the Chair in advance.</p> <p>Francesca Broadbent was representing DCMS in the absence of Nico Heslop.</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"> • Sarah Springman and Nicky Roche and Triathlon <p>3. Chair’s Introductory Remarks</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 some progress is being made on the Wales situation. Members again expressed concern that the Board has not been represented by these two countries for over two years and questioned whether some alternative interim arrangements could be made for representatives of those HCSCs to attend Board in an observer capacity – particularly in the case of Northern Ireland where no resolution to the political situation is in sight. LN agreed to once again escalate these concerns to DCMS and explore the possibility. It was suggested that creating a clear picture of how an observer engages at Board meetings might help.</p> <p>The Chair noted the appointment of Sally Munday as UK Sport’s new CEO, with SM to act as Interim CEO and Accountable Officer in the short period between when LN leaves her post in July and Sally joins in the Autumn.</p> <p>The Chair also recalled some recent events that have acknowledged LN’s contribution to the high performance system (Lifetime Achievement Award at the BT Sport Industry Awards, recognition at Sport Podge and a lunch hosted by Baroness Sue Campbell).</p> <p>4. Approval of the Minutes</p> <p>With one typographical correction to be made to item 2, the minutes of the meeting of 28 March 2019 were approved as a true record of the meeting.</p> <p>5. Matters Arising and Executive Team Report</p> <p>LN updated on progress with actions from previous meetings and noted items of significance in the Executive Team Report that Board should be aware of.</p> <p>A member enquired about the outcome of the investment channel for the 2020 World Skateboarding Championships, which Board had agreed at the last meeting to invest £291k into, subject to the funds being channelled via the NGB, GLA or an SPV. SM confirmed the intent was for a UK-based</p> | <p>ACTION</p> <p>UKS</p> |
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| <p>SPV to be established to oversee the event. LN advised Board that at the June meeting they would receive the latest UK Sport Culture Health Check results and the Stakeholder Perceptions Survey Report findings.</p> <p>FB arrived at 09.50am.</p> <p>A member asked if Board could be provided with any reflections the Executive have from the Futurology work.</p> <p>LN reported that the DCMS had recently published their latest report on social impact. It was agreed that this could be very useful insight for the current Post-Tokyo Strategy work. It was agreed to circulate the report to Board.</p> <p>6. Updates from HCSCs</p> <p>MY (sportscotland) and NB (Sport England) updated on recent progress and challenges.</p> <p>7. Post Tokyo Strategy – Purpose</p> <p>Ian Robinson, Head of Corporate Strategy, and Phillippa Carr, Performance Investment Coordinator, attended the meeting for a session on defining UK Sport’s Purpose.</p> <p>The objectives of the session were to; note the purpose of the future purpose; confirm the preferred style of purpose; remind Board of the inputs so far; get as close as possible to a final form of words; and agree how to evolve this between the session and the June Board Meeting, with a view to moving Board closer to ratifying the future direction for the next ten years.</p> <p>Following in-depth discussion, Board collectively agreed that a set of words that form a statement was the preferred style. Board were also in agreement that the current UK Sport Vision, ‘Inspire the Nation’, captures the essence of UK Sport’s Purpose well. It was agreed that the Executive would work on a variation of this as a draft form of words.</p> <p>8. Finance and Risk Update</p> <p>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 most significant areas of risk relate to the pressures on the Annual Review budget, the uncertainty around Athlete Performance Award expenditure outturn and the awaited certainty on the 20/21 Exchequer settlement. Board were also updated on the early work that had been carried out in preparation for the Comprehensive Spending Review.</p> <p>SdS highlighted that the EIS Board and Audit Committee are monitoring the management of the EIS budget risk and EIS would be presenting a balanced budget to the June Audit Committee. The September audit committee would also be reviewing the lessons learnt from the EIS budget pressures and work was underway across UKS and EIS to compile this.</p> <p>9.1 Major Event Recommendations</p> | <p>UKS</p> <p>UKS</p> <p>UKS</p> |
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| | <p>Sarah Springman left the room owing to a conflict.</p> <p>SM spoke on this item regarding investment into the World Triathlon Series 2020. He outlined the key strategic benefits and risks and Board were asked to support the event with the recommended funding levels.</p> <p>There were noted to be key performance benefits around preparation for the Tokyo 2020 Games, as well as the ability to enter more athletes for a home event.</p> <p>Board expressed some concerns around the risk presented by the proposed contingency, underwriting and commercial arrangements, and felt that any future investment into this event beyond 2020 would need to address these concerns.</p> <p>Board agreed to make a provisional investment to British Triathlon of up to £300k towards the staging costs of the 2020 World Triathlon Series, subject to UK Sport officers identifying a future date by when greater information would be known about the materiality of any financial risks, and at which point UK Sport officers would be able to determine whether the investment should be confirmed. The award was made subject to the conditions outlined in the paper.</p> <p>Sarah Springman returned to the meeting.</p> <p>9.2 UK Sport Board Terms of Reference</p> <p>Following the approval of the UK Sport Board Terms of Reference at the previous meeting, LN explained that one key issue remains around the anomaly on HCSC Chairs. Whilst the Royal Charter states that other than the Chair, UK Sport Board members can only serve terms of up to three years, common practise has been that HCSC Chairs, when appointed to the UK Sport Board, have been offered terms concurrent with their terms as Chairs. For Scotland and England, these are four years. It was agreed at the last meeting that discussions should be had with DCMS to address this, including exploration of what might be involved in amending the Royal Charter.</p> <p>It was noted that a letter had been sent to DCMS from the Chair, suggesting two potential solutions - a Royal Charter change or that in instances where a HCSC Chair with a four year term is the nominated appointee to the UK Sport Board, that DCMS amend appointment letters to confirm the appointment in two parts - one for three years and another letter to confirm a further one year of a second term. The letter had been acknowledged and is being considered.</p> <p>LN referenced the Board paper, which gave an overview of the steps required to change the Royal Charter and it was recognised that this could take some considerable time. Board members were in agreement that discussions with DCMS should however be initiated in order to solve the issue for the longer term.</p> <p>10.1 British Athlete’s Commission Annual Report</p> <p>Vicki Aggar, Executive Chair of the British Athlete’s Commission, attended the meeting to give a presentation updating on the work of the BAC and</p> | <p>UKS</p> |
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themes emerging from engagement with athletes.

VA started by thanking UK Sport for its investment and then outlined BAC's Vision and Mission – to empower and support athletes, champion athlete voice and work to enhance athlete wellbeing.

VA reported the key lessons learnt from casework, which were around mental health, funding, selection, disciplinary and grievance procedures, communication of decisions and system architecture clarity.

Discussion, feedback and Q&A with Board followed.

10.2 Project Content Update

Tom Baker, Head of Commercial Partnerships, attended the meeting to give a presentation updating on Project Content – a strand of Project Performance. TB explained that Project Content looks to collectively monetise content rights across Olympic and Paralympic Sport, with a vision to establish a platform that would be the home of live and on-demand streaming of Olympic and Paralympic Sport. He spoke about the next steps in progressing this project, UK Sport's role going forward and any possible risks and issues. Board asked questions and provided valuable input, including around the need to consider partners across the high performance system.

SM left the meeting.

10.3 People Development Strategy

Debbie Jensen, Deputy Director of People Development, attended the meeting to give a presentation on the background and development of the new People Development Strategy for the High Performance system, setting out the vision, strategic objectives, key work streams and priorities and 'what good looks like'.

DJ also introduced Board to the early work on the 'Spirit' which is focused on how to bring together the Values of the system and the DNA that runs through.

Board discussion followed.

10.4 Communications Update

JW presented Board with an update and analysis on progress with the delivery of UKS' communications activity, including a summary of proactive initiatives undertaken in the period March 2019, analysis of media coverage and plans for future activity.

JW spoke in particular about the Track to Tokyo campaign which looks to bring athlete stories and journeys to a wider audience outside of Games times (reporting that the Kye Whyte video shown at the last meeting had achieved a 2.5m reach), a media partnership with The Sun and the National Lottery to launch in July (one year to Tokyo) and Mental Health Awareness week activity. Jess finished by noting key upcoming activity.

A member requested an update on the Canoeing Report (which is currently going through a Maxwellisation process) and asked that Board

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see and discuss the final version before it is published. Another member suggested capturing any lessons learnt from the process.

11.1 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:

- EIS Strategic Design Principles for Post Tokyo
- Summary of Winter Sport MSTs

11.2 Minutes

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:

- Audit Committee – 13 March 2019
- Major Events Panel – 24 April 2019
- Yorkshire 2019 Board – 13 March 2019

12. Any other business

A member requested clarity on the requirement on the last Declarations of Interest form to declare details of any immediate family directorship or ownership. This was answered by KF.

The meeting closed at 15.45

Date of next meeting: 27 June 2019