



**Minutes of the UK Sport Board Meeting held
on 4 December 2019
at
UK Sport, 21 Bloomsbury St, London WC1B 3HF**

Present

Chair Dame Katherine Grainger

Attendees: Nick Bitel
Mel Young
John Dowson
Nicky Roche
Annie Panter
Sally Bolton
Martyn Worsley

Observers: Anna Deignan DCMS

UK Sport Staff: Sally Munday Chief Executive
Simon Morton Chief Operating Officer
Chelsea Warr Director of Performance
Naomi Hicks Director of Communications and Partnerships
Sophie du Sautoy Director of Business Services (items 1, 2, 3, 4,
5, 7, 8.1, 10.2)
Krystle Fonyonga General Counsel

Ian Robinson Head of Strategic Planning (items 8.3 and 10.3)
Kevin Parker Knowledge and Information Manager (items 9.1
and 10.1)
James Temple Sport Intelligence Analyst (item 10.1)
Tom Baker Head of Commercial Planning (item 10.3)

Board Secretary: Jo Greenall

1. Introduction and Apologies for Absence

The Chair welcomed everyone to the meeting.

Apologies were noted from John Steele who was unwell.

The Chair welcomed Naomi Hicks and Anna Deignan to their first UK Sport Board meeting and acknowledged the departure of Board Members Sarah Springman and Lis Astall whose terms finished in October.

2. Declarations of Interest

Members were reminded of the need to declare their interest in any items and to remove themselves from such decision making when required.

In addition to the usual conflicts that have been formally declared, the following were noted in respect of the agenda items of the day:

- Nicky Roche – Gymnastics and Canoeing
- Nick Bitel – Athletics
- Katherine Grainger – Rowing

The Chair advised that the context of the items relating to gymnastics, canoeing and athletics should not require NR or NB to remove themselves from any discussion, but should they feel conflicted they should leave the room. The Chair also advised that she would remove herself from discussions around rowing, and that JD would step in to chair these items.

3. Chair's Introductory Remarks

The Chair firstly addressed the long-standing and 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. The process is currently on hold and will be revisited in the New Year once purdah is over. The Chair noted she continues to meet with the group of HCSC Chairs regularly.

The Chair confirmed that discussions to initiate a change to the Royal Charter (to move Board members to 2x4 year terms) are underway.

The Chair requested an update on the Board Effectiveness Review from JD who is leading on this project. JD ran through the timelines and requirements from Board members and Executive team to progress this review through 2020.

4. Approval of the Minutes

With the following amendments, the minutes of the meeting on 25 September 2019 were approved as a true record of the meeting:

- 2. NR conflict of interest with canoeing to be added to Declarations of Interest
- 2. Amendment of wording under Declarations of Interest from 'to remove themselves from such decision making' to 'to remove themselves from such decision making when required'
- 8.1. Amend JD to John Donnelly

<p>5. Matters Arising and Executive Team Report</p> <p>SMu updated on progress with actions from previous meetings and noted items of significance in the Executive Team Report.</p> <p>A member enquired if the Commercial Policy should be developed sooner than December 2020. SMu explained that the Executive Team had been waiting for NH to start and now she is in place this could come sooner.</p> <p>Following SdS' update on recent attempts to hack the UKS IT systems, a member requested that an agenda item on cyber security is brought to a Board meeting in 2020. Discussion was also had around the extent to which UKS should be considering cyber security across funded sports. SdS confirmed that UKS had circulated guidance on behalf of the National Centre for Cyber Security to all NGBs and that considerations were taking place around how cyber security could become part of the NGB Organisational Health plans. Board members agreed to register for multi-factor authentication ahead of the 16 December deadline.</p> <p>A member requested further information on the succession planning session held at PLx. CW provided an update on this.</p> <p>A member requested clarification on the publication of information around Eligibility Panel decisions. KF confirmed that this should be kept confidential and the ETR will be updated accordingly.</p> <p>A member enquired as to when Board would receive an update on Project Content. SMO confirmed that this would be coming at the end of Q1 2020.</p> <p>A member enquired as to when Board would receive an update on the Canoeing report. SMO to update at the February Board meeting.</p> <p>SMu provided an update on the current live issues at UK Athletics, stressing the need for absolute confidentiality on these matters.</p>	<p>UKS</p> <p>UKS</p> <p>UKS</p>
<p>6. Updates from HCSCs</p> <p>MY (Sport Scotland) and NB (Sport England) updated on recent progress and challenges.</p>	
<p>7. Finance and Risk Update</p> <p>SdS gave Board an update on the 17/21 financial plan following the recent re-forecasting exercise and CSR outcomes. She then provided an update on the key risks from the UKS corporate risk register. Board requested that the risk register item 7B is broadened to include more scope than just non-compliance with the code for sports governance.</p> <p>SdS then proposed a revision to the UKS reserves policy and basis for UKS holding reserves and this was approved by the Board.</p>	<p>UKS</p>
<p>8.1 Risk Appetite Matrix</p> <p>Following a request at the June Board meeting, SdS presented to Board a matrix of risk appetite across UKS risk areas and a resultant proposed risk appetite statement. SdS explained how the matrix is split between current (e.g. Tokyo cycle) risk appetite and proposes a desired risk appetite for the Paris Cycle. Board then approved the Risk Appetite Statement for the Paris cycle.</p>	

8.2 Major Event Panel Terms of Reference

Board approved the revised Terms of Reference for Major Events Panel and noted the impact on the terms of current Major Events Panel Members.

8.3. Strategy Development Timeline – UKS Corporate Strategy, Performance Strategy and Partner Strategy

Ian Robinson joined the meeting and presented the schedule of future strategy items that will be coming to Board in 2020. A member requested changes to time allocated against some of the items, this was agreed and the timeline was then approved.

Ian Robinson left the meeting.

9.1. Summer Annual Review

Kevin Parker joined the meeting. Kevin and CW presented Board with an overview of the decisions taken in the 2019 Annual Review under CEO delegated authority and Board gave formal acknowledgement of the decisions taken. Discussion took place around skateboarding, athletics and rowing (for which the Chair left the room and JD took Chair responsibility for this discussion in his capacity as SID).

CW confirmed that she will bring outcomes of the recent Culture Health Check process to the February Board meeting.

UKS

10.1. Trajectory of Team GB and Para GB to Tokyo

James Temple joined the meeting, and along with CW talked Board through the trajectory of Team GB and ParalympicsGB towards Tokyo medal ranges and targets including risks and opportunities.

Kevin Parker and James Temple left the meeting.

10.2. EIS Review of Charging Structure and EIS Review of Articles

CW and AP left the room.

SdS explained to Board that in January 2020, EIS will be sharing a charging structure for their services with NGBs. As both the NGBs and EIS are funded through UKS then it is important that Board has a line of sight to the charges being proposed as the charging mechanism affects the allocation of that cost. A working group was formed to review the options and a recommendation has been made. Board then approved the recommendations made subject to any further views arising from the EIS Board who will be reviewing the same paper on 17 December 2019.

SMu then requested approval for a timebound sub working group of the Board who will review the EIS Articles of Association and make recommendations to the UKS Board on revisions to the articles. Board requested the working group include some specific topics in the review. It was agreed that these will be included in the Terms of Reference. Following discussion around the purpose of the working group, this was approved by Board.

CW and AP re-joined the meeting.

<p>10.3. Social Impact Strategy</p> <p>Tom Baker and Ian Robinson joined the meeting. Alongside NH he presented Board with a high-level summary of the work completed to date to shape UKS' future social impact strategy and sought Board input. This included the main purposes for UKS's focus on this work, building understanding of the challenges and opportunities arising and outlining the planned next steps in the social impact strategy development. A member noted the link between this work and the International Inspiration project. NH to pick up with Rob Morini to explore this.</p> <p>Tom Baker and Ian Robinson left the meeting.</p>	<p>UKS</p>
<p>11.1. Information Papers</p> <p>The Chair referred Board to a list of information papers they had received and members were given opportunity to raise any thoughts or questions on these papers:</p> <ul style="list-style-type: none"> • Bribery, Fraud and Corruption <ul style="list-style-type: none"> ◦ KF confirmed that paper UKSINFDEC191 would be circulated to the Audit Committee and that a member of the UKS legal team would be attending the next Audit Committee meeting to discuss. • Update on Code Compliance: Winter and Aspiration Fund Sports <ul style="list-style-type: none"> ◦ A member requested that proposed extensions to deadlines on code compliance for winter NGBs as per paper UKSINFDEC192 are kept to a minimum. • Update on UKS Board Governance • Communications Update 	<p>UKS</p>
<p>11.2. Minutes</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 thoughts or questions on them:</p> <ul style="list-style-type: none"> • Group Audit Committee – 5 November 2019 • Major Events Panel – 4 September 2019 & 11 November 2019 	
<p>Wholly Owned Subsidiary Minutes</p> <ul style="list-style-type: none"> • Yorkshire 2019 Board – 29 August 2019 • EIS Board – 19 June 2019 	
<p>12. Any other business</p> <p>A member requested an update on the UKS potential relocation from 21B in 2022. SMu explained that a Project Lead will be appointed to work on this. SdS to provide an update on dilapidation funds in February Board meeting.</p> <p>Date of next meeting: 5 February 2020</p>	<p>UKS</p>