



**Minutes of the UK Sport Board Meeting held
on 22 September 2020
Microsoft Teams Meeting**

Present

Chair Dame Katherine Grainger

Attendees: Annie Panter
George Lucas
Ismail Amla
John Dowson
Lawrence Conway
Martyn Worsley
Mel Young
Nick Bitel
Nicky Roche
Sally Bolton

Apologies: Chris Pilling

Observers: John Steele EIS
Anna Deignan DCMS
Bridget Jolliffe Pharos Partners

UK Sport Staff: Sally Munday Chief Executive
Simon Morton Chief Operating Officer
Sophie du Sautoy Director of Business Services
Naomi Hicks Director of Communications and Partnerships
Michael Bourne Acting Director of Performance
Krystle Fonyonga General Counsel
Ian Robinson Head of Corporate Strategy (item 8.1, 8.2, 8.3)
John Donnelly Head of Sport Integrity (item 7.2)
Paul Buxton Performance Policy Consultant (item 8.1)
Kev Woolnough Performance Investment Operations Manager (item 8.1)
Esther Britten Acting Deputy Director of Major Events (item 8.3, 9.3)
John Alder Head of Performance Pathways (item 9.2)

Board Secretary: Jo Greenall

<p>1. Introduction and Apologies for Absence</p> <p>The Chair welcomed everyone to the meeting which took place over Microsoft Teams.</p> <p>The Chair welcomed Lawrence Conway who was attending his first meeting as UKS Board Member, and Bridget Jolliffe who was observing the meeting following her recent appointment as facilitator to an upcoming Board and Director Team Away Day.</p> <p>Apologies were noted from Chris Pilling owing to work commitments.</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 when required.</p> <p>In addition to the usual conflicts that have been formally declared, the following were noted in respect to the agenda items of the day:</p> <ul style="list-style-type: none"> • John Steele – EIS in relation to item 8.1, 8.2, 9.2 • Nicky Roche – Former Director of Sporting Assets who had worked with British Cycling, RFL and British Gymnastics in relation to item 9.3 and RFU item 5 • Annie Panter – RFU in relation to item 5 • Nick Bitel – Sport England in relation to item 11.1 paper UKSINFSEP2001 • John Dowson – Wheelchair Basketball in relation to item 8.1 paper UKS 34 <p>3. Chair’s Introductory Remarks</p> <p>The Chair began by acknowledging the exceptionally busy agenda for this meeting, and the vast amount of papers and pre-work carried out by the Board members and Executive team. She thanked the Executive team for their work in what had been an extremely busy summer.</p> <p>She then thanked Anna Deignan for her support in progressing the appointment of Lawrence Conway to the UK Sport Board, meaning there is now full representation from the Home Countries.</p> <p>The Chair then updated on progress with recruitment for the EIS Chair, following John Steele’s recent announcement that he will be stepping down from the position at the end of 2020.</p> <p>4. Approval of the Minutes</p> <p>With the following amendments, the minutes of the meeting of 25 June</p>	<p>ACTION</p>
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2020 were approved as a true record of the meeting:

- Amendment to the time AP left and re-joined the meeting in relation to item 8.2
- Additional Declaration of Interest in relation to Nicky Roche and RFU

Minutes from the additional Board meeting which took place on 17 August 2020 were also approved as a true record of the meeting.

5. Matters Arising and Executive Team Report

SMu updated on progress with actions from previous meetings and noted anything else significant that Board should be aware of. She explained the importance of Board input into the items on the agenda, in order to give the Executive the best preparation for the work they will complete ahead of the December Board meeting investment decisions. SMu then gave an update on the follow up from the RFU Representation which took place on 23 August.

A member enquired as to whether there had been any feedback following the joint public statement that had been released by the five Sports Councils regarding their collaborative work on anti-racism. SMu updated that feedback received had been positive and that the Sports Councils were working on plans for long term change.

A member enquired as to how the UKS Board would be involved in the updated Code for Sport Governance. SMO explained that UKS and Sport England were in the initial stages of the review process, however an early opportunity to secure input from the Board would be explored.

6. Updates from DCMS, HCSCs and EIS

MY (**sportscotland**), NB (Sport England), GL (Sport NI), LC (Sport Wales) JS (EIS) and AD (DCMS) updated on recent progress and challenges within their organisations and home countries.

7.1 17-21 Financial Plan and Risk Update

SdS updated Board on the 17/21 financial plan and movements in the corporate risk register. She described notable changes which have resulted in a reduction to the forecast expenditure to date, with the next forecast to take place in early October.

SdS then explained the outcomes of awards granted from the Continuity Fund, noting that a second round may be required depending on the extent to which a second wave of Covid-19 impacts on sports.

SdS explained that UKS' lottery income may now come in closer to the original forecast, rather than the revised lower amount which was re-

	<p>forecasted in July. Depending upon the extent to which there are further calls on the Continuity Fund could mean that UKS would not need to call on an underwrite of Lottery income from DCMS.</p> <p>SdS confirmed that the annual report and accounts are awaiting sign off, this will be done once the auditors have received assurances from the auditors of the pension scheme which was now expected in October.</p> <p>SdS confirmed that the 21-25 Financial Plan will be presented at the December Board meeting and levels of reserves for 21-25 will be agreed at that point and would need to be determined alongside the level of financial risk.</p> <p>SdS asked Board for any questions on the Corporate Risk Register. A member raised the risk around people and employee wellbeing and requested information on how employee wellbeing was being prioritised and whether UKS staff were clear on support options available to them. SdS talked through the steps UKS had taken in this area as well as noting the need to support sports in this area.</p> <p>A member requested that risk 4A should be updated to show a 2-fold risk between UKS and HSCSs. This was agreed and will be updated.</p> <p>MB talked through the wellbeing tools that athletes and support staff have been able to access throughout the pandemic, noting that a second wave could see a spike in pressure on both. The Chair invited Board members to send through any suggestions for further tools/support by email.</p> <p>SdS confirmed that time will be allocated at a Board meeting in early 2021 to spend further time discussing Black Swan scenarios.</p> <p>7.2 Integrity – Next Steps</p> <p>John Donnelly joined the meeting for this item.</p> <p>SMo explained that the purpose of this item was to build on the previous discussion on integrity at the sprint session, and update Board members on initial thinking regarding a future Sport Integrity Strategy, with a view to gathering further guidance and endorsement from Board.</p> <p>Board discussed the direction of travel being developed, the potential of any further avenues to pursue, the benefits and risks of the proposal and how UKS could further explore the strategy alongside its partners and the sports sector.</p> <p>Board was generally supportive of the direction of travel and recognised the importance of a joined-up approach with HCSCs and NGBs. The Chair requested that if Board members had any other feedback or thoughts to send through to SMO.</p> <p>8.1 Financial Planning for Paris and steps to December (including</p>	<p>UKS</p> <p>UKS</p>
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CSR update)

Paul Buxton joined the meeting for this item.

SdS talked through the financial planning for 21/25 that is ongoing and shared the outcomes that might be possible on a standstill budget along with the challenges. SdS played back the results of some prioritisation pre-work that Board members had completed around the five areas of the business that constitute the most significant spend as well as having scalable outcomes that require prioritisation – Olympic and Paralympic Success/Major Events Programme/System Health, Integrity and Diversity/Social Impact Amplification/Public Engagement (in no particular order). Board agreed with the relative priority order or must do scenarios and risk appetite around the outcomes SdS presented.

Board then discussed the prioritisation of resource both under a standstill budget and if extra resources are available depending on the outcome of the CSR under the headings of MUST, SHOULD and COULD. The Board's view was that strengthening its integrity and system health work would be a high priority, even in a standstill budget.

PB then talked through the next level of detail, preparing Board to make investment decisions in December and seeking their initial views on the relative balance of resources to be allocated to each of the investment streams. Board then considered, discussed and each offered their feedback and preferred scenarios based on the information provided in the Board paper.

A member requested that the Executive brings further details on an overall contingency for discussion the December Board meeting.

8.2 EIS Working Group Update

The Chair opened this item by thanking AP and the EIS Working Group for their work as part of this subgroup this year. AP then presented the key findings and recommendations from the WG, highlighting the status of the EIS as an area for discussion.

Board agreed with the overall recommendation from the WG that EIS remains a Company Limited by Guarantee, wholly owned by UKS as the sole member.

Board were also supportive and approved the recommendations from stage 2,3 and 4 of the WG paper. Following this approval, the EIS Articles of Association and the Finance Memorandum will be updated to ensure continued alignment of all documentation.

8.3 Major Event Strategy Outline and Objectives 2021-29

Esther Britten joined for this item.

EB presented the high-level components of the proposed 2021-29

	<p>investment approach for Major Events following discussion at a Board Sprint Session in August. Board were asked to consider three events investment programmes – Pinnacle Events Programme, Performance Events Programme and National Events Programme. Board then discussed and considered the proposed purpose, eligibility, hosting objectives and weightings for the programmes.</p> <p>Board agreed with the general approach to investment and provided feedback in a number of areas which the Major Events team will use to develop a scorecard to prioritise future investments. This scorecard will help develop an indicative hosting programme for 2021-29, which will be brought back to the December Board to inform budgeting decisions.</p> <p>9.1 BPA Investment</p> <p>Board approved an investment of £1,378,000 from the budget set aside for Continuity Fund into the BPA in order to safeguard performance and athlete experience at the Tokyo Games considering the adverse financial impacts of Covid.</p> <p>9.2 Performance Ventures Recommendation</p> <p>John Alder joined the meeting for this item.</p> <p>MB presented Board with a business case for the creation of a special purpose performance entity (Performance Ventures) that could provide an incubator and accelerator of performance potential on behalf of NGBs where required. Board were given an overview of two routes to establish a credible entity and discussed both options. Board were supportive of the principle of the proposals and posed a number of questions around the suggested routes which will be explored further to develop the business case for future consideration.</p> <p>Sally Bolton left the meeting owing to work commitments.</p> <p>9.3 Major Event Recommendations</p> <p>Esther Britten re-joined the meeting for this item.</p> <p>EB presented Board with six investment recommendations from the Major Events Panel, noting that all 2021 events had presented budget scenarios based on no spectators, limited spectators and full spectators. EB confirmed that UKS would be investing against worst case scenarios.</p> <p>Following discussion, the following investment recommendations were approved:</p> <ul style="list-style-type: none"> • 2023 World Para Swimming Championships – up to £938,000 • 2021 Gymnastics World Cup – up to £276,000 	UKS
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- 2021 Para Triathlon World Series – up to £100,000
- 2021 Triathlon World Series – up to £300,000
- 2021 Track Cycling Nations Cup – up to £258,000 (subject to clarification on funding from the Welsh Government)
- 2021 Boxing Tokyo European Qualifier – up to £569,000 (due to a saving of £50,000 which has been identified)

Board approved the appointment of Sue Catton as UKS nominated director to the Rugby League World Cup 2021 Board.

The Chair then asked for Board’s approval for Annie Panter to join the Major Events Panel, and this was also agreed.

10.1 Cyber Security Update – Board Member Responsibility

Due to time constraints at the meeting, Nick Bitel and Ismail Amla volunteered to review the presentation and paper on Board’s behalf following the meeting. John Dowson stressed the importance of Cyber Security and Board’s awareness of the risks around it, and it was agreed to bring this back to a Board agenda in 2021.

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:

- Future UK Sport Partner Strategy
- Health and Safety Update

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:

- EIS Board – 17 June
- Group Audit and Risk Committee – 3 & 9 September plus Skills Summary
- Major Events Panel – 8 July, 19 August and 9 September

12. Any other business

Nothing to note.

Date of next meeting: 16 December 2020

