



**Minutes of the UK Sport Board Meeting held
on 14 July 2021
Microsoft Teams Meeting**

Present

Chair Dame Katherine Grainger

Attendees: Annie Panter
George Lucas
Lawrence Conway
Martyn Worsley
Mel Young
Nicky Roche
Sally Bolton
Chris Pilling
Ismail Amla

Observers: Adam Conant DCMS (attended parts of the meeting)
Frankie Broadbent DCMS
John Dowson English Institute of Sport

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
Kate Baker Director of Performance
Ian Robinson Head of Corporate Strategy (items 7.2 and 9.1)
Emma Farlow Senior Governance Manager (item 7.3)
Rob Morini Acting Deputy Director of Governance and International
Relations (item 7.4)
Paul Buxton Performance Policy Consultant (item 8.1)
Jemima Coates Standards Coordinator (item 9.2)

External: Vicki Aggar Chair of British Athlete's Commission (item 9.3)

Board Secretary: Jo Greenall
Jordana Wicks Minutes

	ACTION
<p>1. Introduction and Apologies for Absence</p> <p>The Chair welcomed everyone to the meeting which took place over Microsoft Teams.</p> <p>Apologies were received from Nick Bitel (Sport England Observer) and from Adam Conant (DCMS) who attended parts of the meeting but was represented throughout by Frankie Broadbent.</p> <p>The Chair noted that John Dowson was now in attendance in his new role of EIS Chair (and as an Observer rather than a Non-Executive Director) and congratulated him once again on the appointment.</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. No additions to the usual conflicts that have been formally declared were noted in respect to the agenda items of the day.</p> <p>It was noted that John Dowson was conflicted on item 9.1 'EIS Paris Cycle (years 2-4 plans)' and so had not received the paper and would temporarily leave the meeting for that discussion.</p> <p>3. Chair's Introductory Remarks</p> <p>The Chair reported that this meeting was the first of her second term, with it recently having been confirmed that she would continue on as Chair of UK Sport until 2025.</p> <p>The Chair referenced the appointment of Chris Boardman as the new Chair of Sport England, who would be taking up post later in the month. She put on record her thanks and appreciation to Nick Bitel for his many years of service and commitment to the UK Sport Board. This sentiment was also extended to John Dowson.</p> <p>4. Approval of the Minutes</p> <p>With no amendments, the minutes of the meeting of 12 May 2021 were approved as a true record of the meeting.</p> <p>5. Matters Arising and Executive Team Report</p> <p>SMu updated on progress with actions from previous meetings and noted anything else significant that Board should be aware of. She updated Board on:</p>	

	<ul style="list-style-type: none"> • The communication of UKS’s Organisational Design work, including the new People Director role which had gone out to advert • An update on live issues in sports • An outstanding action for DCMS to provide the outcome of the Select Committee Hearing into Paralympic Classification. SMu stated that she would follow this up with DCMS. <p>In addition, SdS advised Board of an upcoming National Audit Office study on the value for money of the sport sector and UKS’ involvement in the initial scoping of this study.</p> <p>6. Updates from HCSCs, DCMS and EIS</p> <p>The HCSC Chairs and DCMS and EIS Observers gave updates from their organisations.</p> <p>7. UKS Organisational Health</p> <p>7.1 Finance</p> <p>Finance and Risk Update</p> <p>SdS provided Board with an update on the final closing of the 17/21 financial plan, highlighting any key points of note.</p> <p>SdS then moved on to focus on the 21/25 financial plan, including seeking Board approval for an indicative British Athletes Commission award for years 2 to 4 and for updating staffing forecasts to reflect the new Organisational Design. Board gave their approval.</p> <p>It was next reported that costs to be incurred for the Whyte Review into Gymnastics will exceed Executive responsibility. Board discussed, checked and challenged this and agreed the quantum to be delegated to the Executive to work within.</p> <p>SdS reported on progress with updating UKS risk appetite and the updated corporate risk register. Board discussed this and gave positive feedback on the direction of travel.</p> <p>Annual Report of the Group Audit and Risk Committee</p> <p>Board noted the Annual Report of the Group Audit and Risk Committee and also put on record their thanks to SdS and the team for their excellent work in this area.</p> <p>Annual Report and Accounts</p> <p>SdS referred Board to the draft UK Sport Annual Report and Accounts for 20/21, outlining the outstanding items and the timetable for conclusion. Board approved the Annual Report and Accounts in principle, subject to clearance of the pension scheme assurances which will push back final sign off to Autumn.</p>	<p>UKS/DCMS</p>
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Board also approved a proposed Letter of Support for the EIS which External Auditors had stated would be required to enable the EIS accounts to be prepared as a Going Concern at the most recent Group Audit and Risk Committee meeting.

7.2 Board/DCMS Level KPIs

Ian Robinson joined the meeting and spoke to Board about the Key Performance Indicators that have been developed to track progress in implementing UKS' 2021-31 Strategic Plan. It was noted that progress against these will be reported to Board on a regular basis.

Board reviewed the high-level KPIs developed, fed in some thoughts and comments and were in agreement that these track the right areas overall. IR reported that the next step would be for the team to set SMART targets and indicators.

7.3 Annual Report on UKS Compliance with the Governance Code (including UKS Board Terms of Reference)

Emma Farlow joined the meeting.

Board commented on the paper and tracker they had received regarding UKS' own compliance with the Code for Sport Governance and the new organisational approach to monitoring and ensuring this. **Board acknowledged UKS' continued compliance with the Code.**

It was noted that there were two outstanding items on the tracker. For the first, Board was asked to review its own Terms of Reference (as per an annual requirement to do so). It was noted that the Terms of Reference include within them the Scheme of Delegation, which SdS advised will be reviewed over the summer to check the current limits. Some discussion was also had on future panel representation following member departures. **Board approved the Terms of Reference.**

The second item was regarding UK Sport's own Equality, Diversity and Inclusion Action Plan. It was confirmed that this would be covered in the next item.

7.4 UKS Internal Equality, Diversity and Inclusion Plan

Rob Morini joined the meeting and invited Board to review and agree UKS' internal Equality, Diversity and Inclusion Strategy - a high-level summary of plans for 2021-25 which will be supported by a detailed operational plan. RM reported that IA had already fed into this, as Board Diversity Champion.

Board provided input on the four key elements of the new Internal Plan and gave their support.

An important decision was also required around whether UKS should use targets in respect of the internal EDI Plan. **Board discussed this in detail and endorsed the use of targets and an aspiration to be bold and ambitious in this area.**

Adam Conant joined part way through this item.

8. Keep winning and win well

8.1 Milan-Cortina Investment Process Update

Paul Buxton joined the meeting and together with KB, presented on progress with the development of the winter sport strategy and sought Board agreement with the direction of travel with:

- a) Aspirations
- b) Organisational structure
- c) Long term (pathway investment) priorities.

PB referenced the decision made in February 2021 to have a different approach to winter sports and gave context to the decisions required.

Board discussed this in detail and gave welcome feedback. **They agreed that they were comfortable with the direction of travel, for the team to do further work and for sports to be engaged on this strategy.**

8.2 Winter Sports Annual Review

KB requested Board approval for:

- A spend of £90k for Skeleton to support the female pathway
- An adjustment of the medal target for Short Track Speed Skating
- Putting together a proposal for aspiration fund sports of up to £100k from underspend

Board considered and approved the recommendations.

9. Grow a thriving sporting system

9.1 EIS Paris Cycle (years 2-4 plans)

JD left the meeting for this item.

IR returned to the meeting spoke on this item alongside KB.

KB noted the close working relationship between the two organisations before handing over to IR to talk board through the big dial ups and downs and any risks and mitigations.

Board were asked whether they would support the Executive's

recommendation to adopt the EIS year two to four strategic plan for the Paris Cycle and for the Executive to come back to Board by exception.
Board agreed with this approach.

JD returned to the meeting.

9.2 SCEG Trans Research and Guidance

Jemima Coates joined the meeting and together with SMO, spoke to Board about the work being undertaken by the Sports Council Equality Group (SCEG) on trans inclusion in sport.

Board was asked to discuss and approve the recommendations from SCEG on: an options-based approach for NGBs/SGBs; the content and publication of the revised guidance on trans participation in domestic sport and physical activity; and a duty of care package for HCSC employees most directly affected by the publication.

Board had an in-depth discussion on this complex area and approved the recommendations of SCEG, including the publication of the guidance.

AP left the meeting temporarily during this item owing to another commitment.

9.3 BAC Annual Report to Board

Vicki Aggar, Chair of the British Athlete's Commission, joined to present on activity over the past 12 months including:

- The impacts of the Covid 19 pandemic
- The implications of the delayed Games
- Supporting the Whyte Review
- Notable concerns

Board had opportunity to ask VA questions and discuss her presentation in more detail.

AP re-joined the meeting during this item.

FB temporarily left and re-joined the meeting during this item.

9.4 Review of EIS Articles and MOU

Board approved some changes to the EIS articles of association which had been recommended by a working group in September 2020, led by AP, and following consultation between both organisations.

10. Inspire Positive Change

10.1 Major Event Panel Recommendations

	<p>SMo presented Board with recommendations from the Major Event Panel for investment into the hosting of four strategic major events hosting targets:</p> <ul style="list-style-type: none"> • World Athletics Indoor Championship 2024 - up to £1.45m • Para Triathlon Series 2022-2024 - £376k • European Wheelchair Rugby Championships 2023 - £398k • European Para Taekwondo Championships 2022 - £105k <p>Following discussion, particularly around the larger application on the World Athletics Indoor Championships 2024, Board approved all awards.</p> <p>11. Minutes</p> <p>Board noted the minutes from the most recent meetings of the following Panels:</p> <ul style="list-style-type: none"> • EIS Board Meeting – 18 March 2021 • Major Events Panel – 16 June 2021 • Group Audit and Risk Committee – 29 June 2021 <p>12 . Any other business</p> <p>A member requested an update at the next meeting on Commonwealth Games 2022 Birmingham and UK Sport’s role in the event. It was agreed that this would be brought to the October meeting.</p> <p>Date of next meeting: 12 October 2021</p>	<p>UKS</p>
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