



**Minutes of the UK Sport Board Meeting held
on 18 May 2022
National Taekwondo Centre, Manchester**

Present

Chair Dame Katherine Grainger

Attendees: George Lucas
Annie Panter
Martyn Worsley
Mel Young
Chris Pilling
Ismail Amla
Chris Boardman
Sally Bolton

Observers: John Dowson English Institute of Sport
Adam Conant DCMS
Francesca Broadbent DCMS

Apologies: Lawrence Conway

UK Sport Staff: Sally Munday Chief Executive
Simon Morton Deputy CEO, Director Sporting System & Events
Sophie du Sautoy Director of Business Services
Naomi Hicks Director of Engagement & External Affairs
Kate Baker Director of Performance
Deborah Kester Director of People
Ian Robinson Deputy Director Strategy & Operational Excellence
John Finlay Legal
Alex Stacey Head of Talent Performance Solutions (item 8.1)
Phil Gallagher Head of Performance Advisors (items 8.2 & 8.3)
Tom Baker Head of Social Impact (item 9.2)

Board Secretary: Jordana Wicks EA to Chair (Minutes)
Jo Greenall EA to CEO

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<p>1. Introduction and Apologies for Absence</p> <p>The Chair welcomed everyone to the meeting, which took place at the National Taekwondo Centre in Manchester.</p> <p>The Chair noted no apologies, however there was no Sport Wales representative in attendance, as Baroness Tanni Grey-Thompson does not take up post as Chair until July 2022.</p> <p>Adam Conant from DCMS advised (remotely, via Microsoft Teams) that he would be joining only temporarily due to other DCMS business, but that Francesca Broadbent would represent the department thereafter.</p> <p>John Finlay (Legal) also joined remotely.</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>It was noted that JD did not receive the Finance and Risk paper owing to a conflict with regards the EIS and that he would temporarily leave the meeting if discussion on this item was required.</p> <p>No other declarations of interest were flagged in addition to the usual conflicts that have been formally declared.</p> <p>3. Chair’s Introductory Remarks</p> <p>The Chair updated Board on progress with the current recruitment campaign for two new Board members and on a recent trip to Paris where she spoke at Global Sport Week.</p> <p>4. Approval of the Minutes</p> <p>The minutes of the meeting of 23 March 2022 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.</p> <p>SMu then handed over to members of the Executive as follows:</p> <ul style="list-style-type: none"> • SMO updated on this year’s Sport Accord conference, which was due to be hosted by Russia • SdS advised Board that as part of the future office location project, 	

Government has given permission for UKS to have an office location in Manchester. She also updated on progress with a London office. Progress with the Loughborough location is well advanced..

- SMO updated on the awaited report from the Whyte Review into complaints of mistreatment in gymnastics. This included the current expected timescales for receipt and plans for UKS' response and publication (which would be joint with Sport England). It was noted that the report is expected to be received in early to mid June.

6. Updates from HCSCs, DCMS and EIS

The HCSC Chairs and EIS and DCMS Observers gave updates from their organisations.

7. UKS Organisational Health

7.1 Finance and Risk Update

SdS provided an update to Board on UKS' financial position and sought Board approval on an award of £1.479m to the EIS from within previously earmarked monies. **Board approved this award.**

SdS also updated on some more general macro-economic matters which could affect the future financial position.

7.2 UKS Remuneration Committee Revised Terms of Reference

Board member MW, Chair of the Remuneration Committee, spoke on this item which presented Board with some revised terms of reference for the committee. Changes centred around broadening the remit of the committee to incorporate Nominations responsibility, including to rename the committee the 'Remuneration and Nominations Committee'.

Board noted and approved the revised Terms of Reference.

8. Keep Winning and Win Well

8.1 Culture Health Check

DK introduced this item before handing over to Alex Stacey (Head of Talent Performance Solutions).

Board were updated on the Culture Health Checks (CHC) undertaken in sports during the last year, the outcomes of an independent review of UKS' work to date on World Class Programme culture and a suggested new approach to our culture work and how it should be developed to align with UKS' new strategic ambitions.

Board had discussion in response to some identified questions, as follows:

- a) What is Board's view on the role of the CHC going forward, and the way in which we would want sports to engage with UK Sport on the CHC?
- b) What is Board's view on the evolution of ways of working within culture and leadership development, as referenced by the outlined

	<p>objectives and case studies? c) How would Board wish to engage in the evolution of culture and leadership development?</p> <p>Board provided support to the direction of travel.</p> <p>8.2 Milan-Cortina Post Games Situational Analysis Review</p> <p>KB spoke on this item with Phil Gallagher (Head of Performance Advisors) joining.</p> <p>KB started with a general update on the Performance department, then shared reflections and lessons learnt from the Beijing 2022 Winter Games ahead of Milan Cortina investment decisions in July.</p> <p>Board had an engaging discussion on everything they'd heard, offering their own thoughts.</p> <p>8.3 Performance Review Report (from Tokyo to Paris)</p> <p>KB and PG continued, with PG then sharing initial insights from the Performance Review process post Tokyo 2021.</p> <p>Board shared their reflections on the themes emerging from the Sports' performance reviews, as a basis for discussion around the Performance priorities for the system.</p> <p>Board had discussion on what resonated in the identified themes, anything they found surprising and if there was anything missing that they had expected to see.</p> <p>SB temporarily left the meeting at 14.29.</p> <p>8.4 Performance Advisory Panel Terms of Reference</p> <p>SMu spoke on this item, explaining the context and rationale for the creation of a new Performance Advisory Group and shared the terms of reference for approval.</p> <p>SMu explained that this came from an identified need to create an environment for KB and her team to utilise external expertise to test ideas, thinking and approaches to support our strategic ambition around performance success.</p> <p>With the addition of 'and opportunities' to 'performance problems', Board approved the Terms of Reference for a Performance Advisory Group and provided support to proceed with establishing the group.</p> <p>9. Inspire Positive Change</p>	<p>UKS</p>
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9.1 Major Events Panel Terms of Reference and Recommendations

SMo spoke on this item, firstly presenting a MEP recommendation to invest into hosting the 2026 European Figure Skating Championships in Sheffield, highlighting the benefits and challenges. **Board approved investment into this event.**

SB returned to the meeting at 15.04.

SMo also presented revised Terms of Reference for the MEP which reflected changes being made to the way the MEP operates. **Board approved these changes.**

9.2 Social Impact – environmental sustainability strategy and general update

Tom Baker (Head of Social Impact) joined remotely and together with NH, talked through UKS' proposed Environmental Sustainability Strategy.

Board had previously expressed a desire to accelerate work in this area and TB and NH sought to secure Board approval for Version 1 of a strategy to 2025. They explained that the initial phase recommends establishing a strong foundation for high-performance sport within the Paris Cycle by setting aspirational goals to drive momentum, whilst accelerating progress within UKS' own operations and high-performance sport more widely. Three priority themes were noted to be climate, waste & circularity and biodiversity.

Board discussed, gave input and ultimately approved the direction of travel. Board advised the Executive to set the proposed ambition in the strategy as firm goals and to seek opportunities for greater ambition and more rapid progress, particularly in the major events and investment space.

10.Minutes and Information Papers

Board noted following information papers and minutes from the most recent Panel meetings:

- EIS Board Meeting – 8 December 2021
- Major Events Panel – 20 April 2022

11. Any other business

SMo updated Board on the current situation with GB Basketball. **Board approved the next steps proposed.**

Date of next meeting: 21 July 2022